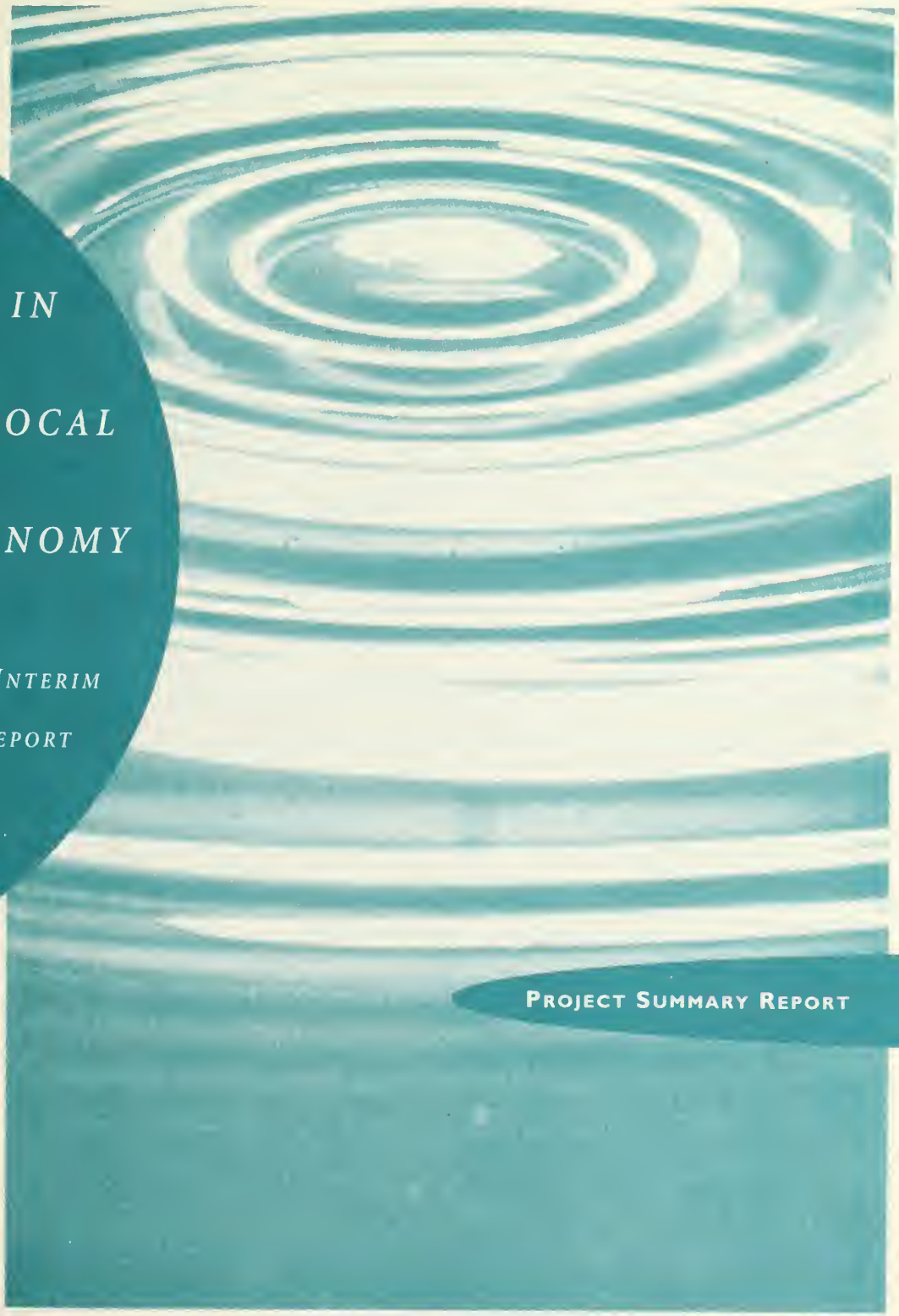
Conducted by the

National Assembly of Local Arts Agencies



Arts in the Local Economy

Second Interim Report

Project Summary Report

Project funded by

Charles Stewart Mott Foundation

National Endowment for the Arts

and the 33 *Arts in the Local Economy* Participants

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Arts in The Local Economy
Second Interim Report

Project Summary Report

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An Opening Note

The National Assembly of Local Arts Agencies (NALAA) is pleased to present this second of three reports describing results from Arts in the Local Economy, NALAA's study assessing the economic impact of nonprofit arts organizations on 33 communities from across the United States during fiscal 1990, 1991, and 1992. This report examines results from the first two years.

To our knowledge, *Arts in the Local Economy* is the largest economic impact study of the arts undertaken to date. We have endeavored to make this report readable and user-friendly. It is our belief that, the more you understand the process and results, the more successful you will be at applying them to your own community. To that end, we have avoided excessive use of economic jargon and have included a *Question & Answer* section and a *Glossary* to facilitate your understanding.

While we have summarized the study and results in the Executive Summary, it is our recommendation that you read the entire document for complete understanding and context. We want you to be confident that you are using the data appropriately.

This Second Interim Report incorporates and supersedes the First Interim Report, which now should be viewed as obsolete. As this is an interim report, the data should not be considered final until they are published in the *Arts in the Local Economy Final Report*, which will include analyses and interpretation for all three fiscal years studied—1990 through 1992.

We hope you find our work useful. Enjoy the read and remember to look for our Final Report in the fall 1993.

Randy Isaac Cohen
Arts in the Local Economy, Project Manager
NALAA Director of Research and Information

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The 33 participating communities and their sponsoring organizations contributed both time and financial support:

Aberdeen, South Dakota	Aberdeen Area Arts Council
Ann Arbor, Michigan	Ann Arbor Street Art Fair
Boston, Massachusetts	Boston Arts Commission
Broward County, Florida	Broward Cultural Affairs Council
Burlington, Vermont	Burlington City Arts
Cache County, Utah	Capital Art Alliance
Columbus, Ohio	Greater Columbus Arts Council
Flint, Michigan	Greater Flint Arts Council
Fulton County, Georgia	Fulton County Arts Council
Houston, Texas	The Cultural Arts Council of Houston
Humboldt County, California	Humboldt Arts Council
Metro-Dade County, Florida	Metro-Dade County Cultural Affairs Council
Miles City, Montana	Miles City Arts & Historic Commission
Missoula, Montana	Missoula Cultural Exchange
Monroe County, New York	Arts for Greater Rochester
New Orleans, Louisiana	Arts Council of New Orleans
Oahu County, Hawaii	Mayor's Office of Culture and the Arts
Oakland, California	Oakland Cultural Affairs Division
Philadelphia, Pennsylvania	City of Philadelphia, Office of Arts and Culture
Phoenix, Arizona	Phoenix Arts Commission
Pittsburgh, Pennsylvania	Pittsburgh Cultural Trust
Portland Metro Area, Oregon	Metropolitan Arts Commission
Reno, Nevada	Sierra Arts Foundation
Rutland County, Vermont	Crossroads Arts Council
St. Louis, Missouri	Regional Arts Commission
St. Paul, Minnesota	Planning and Economic Development Dept.
Salt Lake City, Utah	Salt Lake City Arts Council
San Diego, California	San Diego Commission for Arts and Culture
San Francisco, California	San Francisco Arts Commission

San Jose, California	City of San Jose, Office of Cultural Affairs
Santa Clara County, California	Arts Council of Santa Clara County
Southern Southeast Alaska	Ketchikan Area Arts and Humanities Council
Tacoma, Washington	Tacoma Arts Commission

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Arts in the Local Economy
Executive Summary

This is a summary of the second of three reports by the National Assembly of Local Arts Agencies (NALAA) describing results from its ***Arts in the Local Economy*** study. NALAA's three-year study assesses the local economic impact of nonprofit arts organizations in 33 communities from across the United States during fiscal years 1990, 1991, and 1992. This Second Interim Report describes analyzed results from fiscal years 1990 and 1991.

Arts in the Local Economy examines 33 communities representing a diversity of geography (from Florida to Alaska), community population (from 8,500 to 2,000,000), and type of community (from rural to large urban). This study demonstrates that money spent by nonprofit arts organizations results in the significant creation of local jobs, personal income, and revenue to local and state government and reflects the magnitude of the local nonprofit arts industry.

In fiscal 1991, each of the 33 participating communities in *Arts in the Local Economy* had the following average economic impact on their community:

Average Economic Impact of the Arts Per Community

Total Expenditures of Nonprofit Local Arts Organizations:	$73,748,344
Full-Time-Equivalent Local Jobs Created:	2,244
Dollars in Local Personal Income Paid:	$58,311,020
Revenue to Local Government:	$2,321,381
Revenue to State Government:	$3,031,405

Arts in the Local Economy measures the expenditures of nonprofit arts organizations and uses those results in an economic model which quantifies their economic impact on the community. In this study, the economic impact of the arts is defined as the employment (full-time-equivalent jobs), personal income (salary, wages, and proprietary income), and government revenue generated by the dollars spent in the community by its nonprofit local arts organizations. The study does not take into consideration the significant economic impact of related audience spending (hotels, restaurants, parking), for-profit arts organizations, or individual artists. In essence, arts organizations pay their employees, purchase supplies, contract for services, and acquire assets within the local community, and these actions, in turn, support local jobs, create personal income, and generate revenue to the local and state government.

To reliably measure these areas of economic impact, input/output analysis is being used. Input/output analysis is an economic model used by economists to measure how many times a dollar is re-spent in, or "ripples" through, the community before it leaks out. Each community's model is based on a table which tracks the local dollar flow between 533 finely detailed industries. This makes input/output analysis an ideal method to study the nonprofit arts at the local level, as it can be tailored to each individual community and the industries appropriate to nonprofit arts organizations.

For purposes of data comparisons, the participating communities have been stratified into four groups according to their population. In this Executive Summary, the results are reported as *averages per population group.*

Group I:	Population of less than 99,999	(6 communities)
Group II:	Population of 100,000 to 499,999	(10 communities)
Group III:	Population of 500,000 to 999,999	(8 communities)
Group IV:	Population of 1,000,000 or more	(9 communities)

Results From Fiscal 1991

In fiscal 1991, each of the 33 participating communities had an average of $73,748,344 in estimated total expenditures by their nonprofit arts organizations. Of this total, economic analysis indicated that $60,179,945 was spent locally, and the balance was spent outside of the community (*i.e.*, leaked out of the community). The following chart describes the direct economic impact—which is the *initial* economic effect of local expenditures by the arts organizations—for each population group:

Direct Economic Impact in Fiscal 1991

Community Group	Estimated Total Expenditures	Estimated Total Local Expenditures	FTE Jobs	Personal Income	Local Government Revenue	State Government Revenue
0 to 99,999	$1,626,664	$1,151,888	38	$746,000	$7,033	$19,067
100,000 to 499,999	$54,345,084	$41,229,610	1,072	$28,115,470	$239,316	$684,640
500,000 to 999,999	$117,610,426	$104,932,044	2,536	$74,066,454	$739,310	$1,913,873
1,000,000+	$104,400,125	$80,808,267	2,085	$55,286,204	$731,206	$1,436,254
Average of 33 Communities	$73,748,344	$60,179,945	1,515	$41,689,035	$452,445	$1,066,608

These direct economic impacts create an additional indirect economic impact. When people and businesses receive money, they re-spend much of that money locally. The following is an example of how a dollar can be re-spent: a theatre company purchases a gallon of paint from the local hardware store for ten dollars, the hardware store will use a portion of the ten dollars to pay the sales clerk's salary, the sales clerk may then re-spend some of the money locally for groceries, the grocery store will in turn use some of the money to pay its cashier, the cashier may then spend the money locally for the utility bill, and the process continues. Thus, the original ten dollars from the theatre has been "re-spent" several times. The local expenditures will continue to have an economic impact on the local economy. However, not all of the expenditures will be local; some of the money will be spent non-locally for goods

imported from outside of the community. The money spent non-locally is an example of "leakage" and has no local economic impact. Eventually, the original ten dollars will completely leak out of the community and there will cease to be an economic impact from that transaction. The indirect economic impact is a measurement of the economic effects of this local re-spending. In *Arts in the Local Economy*, each round of spending, the resulting leakage, and the ultimate economic impact are measured by the input/output analysis.

When the direct economic impact and the indirect economic impact are added together, they equal the total economic impact, which is the total economic effect of local expenditures by the arts organizations.

Total Economic Impact in Fiscal 1991

Community Group	Estimated Total Expenditures	Estimated Total Local Expenditures	FTE Jobs	Personal Income	Local Government Revenue	State Government Revenue
0 to 99,999	$1,626,664	$1,151,888	54	$943,500	$25,733	$43,267
100,000 to 499,999	$54,345,084	$41,229,610	1,608	$38,977,052	$1,348,974	$1,959,325
500,000 to 999,999	$117,610,426	$104,932,044	3,757	$104,855,611	$4,042,446	$5,383,546
1,000,000+	$104,400,125	$80,808,267	3,065	$76,665,251	$3,402,428	$4,123,905
Average of 33 Communities	$73,748,344	$60,179,945	2,244	$58,311,020	$2,321,381	$3,031,405

By performing several mathematic functions, ratios can be developed which provide an opportunity to compare participating communities and different population groups. The total economic impact per $100,000 expended by nonprofit local arts organizations can be derived by dividing their estimated total local expenditures by the total economic impact, and multiplying by 100,000. Thus, for every $100,000 expended locally in fiscal 1991 by nonprofit arts organizations, there was the following average total economic impact in each population group:

Total Economic Impact Per $100,000 of Local Spending in Fiscal 1991

Community Group	FTE Jobs	Personal Income	Local Government Revenue	State Government Revenue
0 to 99,999	4.57	$82,135	$2,301	$3,619
100,000 to 499,999	4.05	$88,972	$3,133	$4,440
500,000 to 999,999	3.67	$94,760	$3,675	$4,812
1,000,000+	3.87	$95,010	$4,135	$5,038
Average of 33 Communities	4.00	$90,779	$3,386	$4,544

A "multiplier effect" can be developed which describes the level of indirect economic impact on jobs, personal income, and government revenue. The employment multiplier, income multiplier, and government revenue multiplier are a series of ratios derived by dividing the total economic impact by the direct economic impact. For example, if the direct economic impact of expenditures by arts organizations results in the support of 100 full-time-equivalent jobs, and the total economic impact

results in the support of 250 full-time-equivalent jobs, then the employment multiplier is 2.50. This indicates that, for every 1.00 full-time-equivalent job created as a direct consequence of local spending by nonprofit local arts organizations, 1.50 additional full-time-equivalent jobs are supported within the community. Thus, 2.50 (the multiplier) minus 1.00 (the direct economic impact) equals 1.50 (the indirect economic impact).

Fiscal 1991 Multipliers

Community Group	FTE Employment Multiplier	Personal Income Multiplier	Local Gov't Revenue Multiplier	State Gov't Revenue Multiplier
0 to 99,999	2.39	2.26	5.19	3.51
100,000 to 499,999	2.44	2.34	5.80	3.64
500,000 to 999,999	2.47	2.38	6.47	3.77
1,000,000+	2.47	2.39	5.74	3.81
Average of 33 Communities	2.44	2.35	5.83	3.69

Results From Fiscal 1990

In fiscal 1990, each of the 33 participating communities had an average of $73,931,358 in estimated total expenditures by their nonprofit arts organizations. Of this total, the average portion of expenditures that went into the local economy was $65,145,191, which resulted in the following average direct economic impact for each population group:

Direct Economic Impact in Fiscal 1990

Community Group	Estimated Total Expenditures	Estimated Total Local Expenditures	FTE Jobs	Personal Income	Local Government Revenue	State Government Revenue
0 to 99,999	$1,421,449	$1,160,835	39	$757,333	$7,167	$19,683
100,000 to 499,999	$54,103,392	$49,269,030	1,328	$34,814,242	$285,597	$846,665
500,000 to 999,999	$113,924,648	$99,427,028	2,414	$71,138,716	$718,331	$1,840,402
1,000,000+	$108,752,779	$94,968,860	2,481	$65,130,939	$869,164	$1,688,483
Average of 33 Communities	$73,931,358	$65,145,190	1,671	$45,696,200	$499,033	$1,166,797

This average direct economic impact resulted in the following average total economic impact:

Total Economic Impact in Fiscal 1990

Community Group	Estimated Total Expenditures	Estimated Total Local Expenditures	FTE Jobs	Personal Income	Local Government Revenue	State Government Revenue
0 to 99,999	$1,421,449	$1,160,835	54	$956,667	$25,717	$43,883
100,000 to 499,999	$54,103,392	$49,269,030	1,985	$48,190,741	$1,662,444	$2,414,821
500,000 to 999,999	$113,924,648	$99,427,028	3,580	$101,064,607	$3,936,846	$5,200,115
1,000,000+	$108,752,779	$94,968,860	3,634	$89,841,361	$3,961,492	$4,809,039
Average of 33 Communities	$73,931,358	$65,145,190	2,470	$63,779,894	$2,543,240	$3,311,933

This means that, for every $100,000 expended locally by nonprofit arts organizations, each community had the following average total economic impact:

Total Economic Impact Per $100,000 of Local Spending in Fiscal 1990

Community Group	FTE Jobs	Personal Income	Local Government Revenue	State Government Revenue
0 to 99,999	4.58	$82,129	$2,279	$3,613
100,000 to 499,999	4.05	$88,974	$3,133	$4,441
500,000 to 999,999	3.67	$94,757	$3,674	$4,812
1,000,000+	3.87	$95,010	$4,135	$5,038
Average of 33 Communities	4.00	$90,777	$3,382	$4,543

In addition to the economic impact that the nonprofit arts organizations have in each community, *Arts in the Local Economy* revealed a significant in-kind contribution made to local arts organizations as a result of voluntarism in the communities.

Arts Voluntarism in Fiscal 1991

In fiscal 1991, each of the 33 participating communities had an average of 10,410 volunteers who donated an estimated 373,964 hours to nonprofit arts organizations—a value of $4,330,503. This dollar value is based on *Giving and Volunteering in the United States 1992*, by the Independent Sector—a Washington, D.C. based organization that serves the nonprofit sector—which puts the dollar value of the average fiscal 1991 volunteer hour at $11.58. Volunteers for the arts include members of the board of directors, docents, ticket takers, and others.

Arts Voluntarism in Fiscal 1990

In fiscal 1990, each of the 33 participating communities had an average of 11,733 volunteers who donated an estimated 398,778 hours of their time to local arts organizations. Based on the average volunteer hour rate of $11.58, the estimated value of arts voluntarism in fiscal 1990 is $4,617,849.

Apart from creating a positive economic impact, it should be noted that the arts improve the quality of living for the citizenry and make the community more competitive. For example, art in public places (such as sculptures, murals, and landscape architecture) beautifies parks and downtown areas and revitalizes community design. An active cultural community is also strongly considered by businesses looking to relocate. Arts districts are anchors in downtown revitalization. Arts in education results in improved student test scores and increases in self-esteem and creativity in learners of all ages. The arts are used to bridge the gap between different cultures and ethnic groups, and are used to positively impact youth-at-risk, racism, and other social issues. It is evident, therefore, that the impact and reach of the arts is felt in all sectors of a community.

Methodology

1. Each of the 33 communities generated a list of the nonprofit arts organizations in their community, from which a random sample of 35 arts organizations was taken.

2. Surveys were distributed to each of the 35 arts organizations and to the local arts agency in each community.

3. This *1991* data were based on 696 surveys received (66 percent) from the 1,060 randomly selected arts organizations, with budgets ranging from $0 to $45,000,000, and from the local arts agency in each of the 33 communities.

4. Wage, labor, and commerce data were collected from each community's local and state government and from the federal government for use in an input/output model. An input/output model was developed for each of the 33 communities.

This study is being conducted by the National Assembly of Local Arts Agencies, a Washington, D.C. based nonprofit organization serving the 3,800 local arts agencies in the United States. Generous funding for this project was provided by the Charles Stewart Mott Foundation. Additional funding was provided by the National Endowment for the Arts and the 33 participating communities in this project.

Local arts agencies, in these and thousands of other communities, have been involved in local economic development for many years. This study emanated from the desire of local arts agencies to quantify the economic impact of the arts in their communities. Local arts agencies promote the arts at the local level, endeavoring to make them part of the daily fabric of community living. A local arts agency is a private nonprofit organization or a city or county government agency (*e.g.*, arts council, arts commission, department of cultural affairs, office of arts and humanities) that serves the community, its artists, and its arts organizations primarily through five activities: grantmaking, cultural facility management, community cultural planning, arts programming, and services to artists and arts organizations.

Introduction

By Robert L. Lynch, President & CEO
National Assembly of Local Arts Agencies

I am very pleased that the National Assembly of Local Arts Agencies (NALAA) is presenting the second of three reports which examine the economic impact of arts activity in 33 American communities across the country. Established in 1978, NALAA is an independent, nonprofit organization based in Washington, D.C., whose mission is to represent local arts agencies in developing an essential place for the arts in America's communities. NALAA assists local arts agencies through four program areas: (1) research, information, and publications; (2) leadership and professional development; (3) public policy development; and (4) public awareness. NALAA's further role is to lead the way for local arts agencies to function as agents of community change, integrating the arts and culture with the overall development of communities throughout the United States.

The comprehensive nature of this study is unique in its recognition of the key role of the arts as a factor in community economic development, and the scope of the study has grown since we issued the first interim report in 1991. At this midpoint in our study, we see even more clearly the emerging evidence that investment in the arts results in a measurable impact on the economy. To conduct this study using local arts agencies as the focus for gathering and disseminating information underscores their role in ensuring that the case for the arts is clearly articulated to the key policy and decision makers at the local level.

It is the special mission of local arts agencies (LAAs) to support and represent the arts in their respective communities. A local arts agency (*e.g.*, arts council, arts commission, department of cultural affairs, office of arts and humanities, and so forth) is an agency of city or county government or a private nonprofit organization that primarily provides grantmaking, cultural facility management, community cultural planning, arts programming, services to artists and arts organizations, and other programs in support of arts organizations, artists, and the community as a whole. Local arts agencies are instrumental in raising money for the arts; in providing a focus and voice for artists and arts organizations of diverse cultures, disciplines, and sizes; and in cultivating the arts at the grassroots level in their own communities. LAAs are important because they support not just one discipline or style of art but a wide and inclusive range; they help weave art and culture into the fabric of daily living for everyone in each community.

When we think of the richness and diversity of life in America's communities, a most important aspect is the artistic and cultural offerings which bring vibrancy, humanity, and aesthetic experience to the quality of life. The role of the LAA is to support all of the arts -- from the highly visible symphony orchestras, ballet companies, museums, and theaters to the small and midsized organizations such as ethnic dance ensembles, chamber orchestras, small presses, experimental and community theater

groups, and alternative galleries and performance spaces. LAAs seek to support artists of all disciplines, through financial support, technical assistance, or employment opportunities such as residencies. The tapestry created by this threading of arts and culture throughout the neighborhoods is, in large part, what brings residents, businesses, conventions, and tourism to a city. Therefore, the role of the LAA in supporting and documenting the impact of the arts in its community is key.

Of the 3,800 LAAs across the United States, 75 percent are private nonprofit organizations, and the remaining 25 percent are public agencies that function as part of city and/or county government. In the 50 largest cities, however, the ratio is just the opposite; two-thirds of the LAAS are public. Each LAA is as unique as the community from which it evolves, and each changes as its community changes. But, regardless of the type or location, all LAAs share a common responsibility to further local cultural and artistic interests and to ensure access to them.

Given their pivotal place in the community, LAAs are well positioned to play key roles as agents of societal change. LAAs improve the quality of life for people throughout the community by bringing artists into schools, by enriching the public domain with public art, by encouraging new artistic inquiry, and by maintaining support for traditional and major institutions. LAAs are also keenly attuned to the voices of individual cultures in their community, a role that is of special importance in an increasingly diverse society.

Large and small communities continue to face enormous challenges. Social issues, some of them long-standing, have taken on an urgency that will not be denied. The demographics of the nation are rapidly changing as new populations arrive and as groups that were once in the minority grow to represent a larger percentage of the population than ever before. Problems of crime, homelessness, unemployment, disease, debt, decay, and political instability remain in the news daily. All of this is taking place in a climate in which the competition for resources is forcing us to make stark and fundamental choices that reflect our priorities and our values.

Local arts agencies have been actively involved in the struggle to address these problems. The National Assembly of Local Arts Agencies' *1992 Survey of Local Arts Agencies* revealed that 56 percent of the LAA respondents have programs that address social issues, a number that jumps to 84 percent (up 2 percent from the previous year) for the fifty largest cities in the United States. LAAs do this through initiatives that provide more children with a better chance to experience the arts, through neighborhood development programs, grants for community-building projects, and through events and activities that make a positive impact on the problems of youth at risk, racism, homelessness, *etc.* LAAs have become heavily involved in assistance programs for the disabled and/or disadvantaged, urban development, community cultural planning, and arts facility construction, programming, and management.

But the arts are not just channels for social improvement and cultural empowerment, vital as these qualities may be. In times of slow recovery from persistent and painful recession, it is important to understand that the arts are an economically sound investment for communities of all sizes, as this study demonstrates. Indeed, the arts are an industry, although they are not often viewed in that light, perhaps because they are perceived solely as a charitable cause or as the province of a few major cultural

institutions and their patrons. In fact, it is the whole spectrum of the arts that needs to be viewed, and it is here that local arts agencies, with their broadly inclusive mission, play a crucial role.

By providing technical and financial support as well as information, advocacy, and education for arts organizations and communities alike, LAAs facilitate the responsible growth of the arts as an industry. The positive economic impact that is generated affects not only a community's quality of life, but also the entire social and business fabric. Arts districts, for example, attract business investment, reverse urban decay, revitalize struggling neighborhoods, and draw tourists. Attendance at arts events generates related traffic and commerce for hotels, restaurants, parking garages, galleries, and more. Arts organizations themselves are responsible citizens, employers, and consumers. It was in recognition of these contributions, and to encourage communities to take advantage of the economic benefits offered by the arts, that NALAA's economic impact study of the arts was undertaken.

In looking across the landscape of public and private funding, we see that the arts continue to be overlooked as a legitimate tool for economic and social improvement. This omission arises repeatedly in both public and private situations, when new leadership arrives unschooled in the real economic benefits of the arts. Even in the challenging times now facing our nation, the positive social values represented by the arts are sometimes dismissed as "unaffordable." While we are encouraged by the responsiveness of the new Administration to recognize the role of the arts in economic and social change, we recognize our responsibility to make available strong, coherent evidence which enhances the resolve of the country's leaders to "stay the course."

In order to strengthen arts funding and make it less susceptible to public and political whim, visible proof is needed to document the effects of the arts on local economies and to show why these effects take place. It is important that all communities of all sizes be able to make the best use possible of their arts resources, not only for the social benefits but also because it's good business. This, the second interim report of NALAA's *Arts in the Local Economy* study, demonstrates just how effectively that case can be made.

With generous support from the Charles Stewart Mott Foundation, the National Endowment for the Arts, and the 33 participating communities, this study has as its objective the creation of a national data base that documents the impact of the arts on local economies. Three reports will result from this information, of which this is the second interim report. A more detailed description of the study and a discussion of the methodology for collecting and analyzing data follow.

We at NALAA would like to express our sincere thanks to all of the funders for making this invaluable and timely work possible. It is our hope that the results ultimately will be of help to local arts agencies, municipal leaders, arts organizations, policymakers, and other funders. To that end, we reaffirm our belief that the arts are not only a sound and profitable investment, but also that they are fundamental to the continued positive growth of our diverse and multicultural communities.

About This Study

The goal of this study is to provide a multiyear perspective on the arts and the local economy, one that can be used by local arts agencies, municipal leaders (mayors, city managers, city council members), arts organizations, funders, and others to demonstrate the positive economic impact of the arts on communities across the country.

This second interim report represents the second year of a three-year study. In the first year's report, information was collected and analyzed for fiscal year 1990 in 32 communities across 23 states. The study has since expanded to include 33 communities, ranging in population size from 8,500 to 2,000,000 people. This report contains complete comparative analyses of the information gathered for fiscal years 1990 and 1991 for all 33 communities.

A third and final report, analyzing all three years of data (1990, 1991, and 1992), is scheduled for completion in the fall of 1993.

Steps to Develop the Second Interim Report

1. A sample of 33 communities was studied, representing all regions of the country and a population range from 8,500 to 2,000,000.

2. A list of nonprofit arts organizations was generated by each community, from which a random sample of 35 arts organizations was taken. If fewer than 35 organizations were on the list, then all arts organizations in the community were surveyed.

3. Surveys were distributed to each of the 35 randomly selected arts organizations and the local arts agency in each community.

4. Surveys were received from 696 (66 percent) of the 1,060 randomly selected arts organizations, with budgets ranging from $0 to $45,000,000, and from the local arts agency in each of the 33 communities. The survey data were used to create an estimate of the total expenditures by all nonprofit local arts organizations in each community for use in an input/output model.

5. Wage, labor, and commerce data were collected from each community's local and state government and from the federal government for use in an input/output model. An input/output model was developed for each of the 33 communities to determine the economic impact of local spending by nonprofit local arts organizations on jobs, personal income, and revenue to local and state government.

For purposes of data comparisons, communities have been stratified into four groups according to their population:

Group I:	Less than 100,000	(6 communities)
Group II:	100,000 to 499,999	(10 communities)
Group III:	500,000 to 999,999	(8 communities)
Group IV:	1,000,000 or more	(9 communities)

Methodology

To assess the local economic impact of expenditures by nonprofit local arts organizations, an estimate of the total dollars expended in each community must be calculated. Approximately 35 arts organizations in each community were surveyed by NALAA. The selection of these organizations was random and included a cross-section of organizational types and sizes ranging from grand opera companies, public radio stations, and historical museums, to weaving societies, choral groups, and arts service organizations. To generate the sample of organizations to be surveyed, a list of all nonprofit arts organizations in each community was provided by the local sponsoring organization. Each organization on the list was consecutively numbered and a random number table was used to generate the 35 organizations. In seven of the communities there were fewer than 35 arts organizations. In those cases, all of the arts organizations in the community were surveyed regardless of their incorporated status, that is, regardless of whether the organization was nonprofit or for-profit.

Each community had a "point person" who was responsible for the distribution and collection of the surveys. As the sponsoring organization, all technical assistance calls were referred to the National Assembly of Local Arts Agencies (NALAA). The returned surveys were reviewed and followed up on, if necessary, by NALAA. Of these, 19 surveys were deemed unusable due to incomplete responses and lack of available follow-up data. The remaining 696 surveys were entered into a computer database, tabulated, and analyzed. The range of budgets from the responding organizations was from $0 to over $45,000,000. In those communities where there was a low percentage of compliance and a majority of respondents were from larger organizations, supplemental telephone follow-up was attempted to determine the budgets of nonrespondents, and the community data were weighted accordingly. For all communities, an average expenditure was developed by categories of expense (*e.g.*, labor, operations, materials, facilities, and asset acquisition) and for the total dollars spent in the local community. This "per-organization" average was then multiplied by the total number of nonprofit arts organizations in the community. The resulting figure represents the estimate of the total dollars spent in the community by all nonprofit local arts organizations.

The Choice of Economic Analysis

A common theory of community growth is that an area must export goods and services if it is to prosper economically. This is called economic-based theory, and it depends on dividing the economy into two sectors: (1) the export sector and (2) the local sector. Exporters, such as automobile manufacturers, hotels, and department stores, obtain income from customers outside of the commu-

nity. This "export" income then enters the local economy in the form of wages and salaries, purchases of materials, dividends, *etc.*, and becomes income to local residents. When people and businesses receive this money, they re-spend much of it locally and some of it non-locally, for goods imported from outside of the community. The local expenditures have a positive economic impact on the local economy. The money spent non-locally is an example of "leakage" and has no local economic impact. The following is an example of how a dollar can be re-spent: a theatre company purchases a gallon of paint from the local hardware store for ten dollars, the hardware store will use a portion of the ten dollars to pay the sales clerk's salary, the sales clerk may then re-spend some of the money locally for groceries, the grocery store will in turn use some of the money to pay its cashier, the cashier may then spend the money locally for the utility bill, and the process continues. Thus, the original ten dollars from the theatre has been "re-spent" several times. An economic analysis was sought that quantified the economic impact of each round of local spending.

As economic impact studies are now done with greater regularity, elected officials, city managers, and others read them with a much greater savvy. In years past, economic results "borrowed" from another community may have been a convincing argument. Today, most decision-makers realize that these types of reports are of little value as they are not based on meaningful research. Those who respond to an economic impact study want to know what methodology was used, and how and where the data were gathered. Additionally, they are not as interested in simply one general estimate of dollar activity, but the actual impact of the industry on jobs, personal income, and government revenue.

To reliably measure these areas of economic impact, input/output analysis was chosen as the method of economic analysis. Input/output analysis is an ideal method to study the nonprofit arts at the local level, as it can be tailored to each individual community and the industries appropriate to nonprofit arts organizations. In this study, the economic impact of the arts is defined as the employment (full-time-equivalent jobs), personal income (salary, wages, and proprietary income), and government revenue generated by the dollars spent in the community by its nonprofit local arts organizations. *Arts in the Local Economy* measures the total expenditures of nonprofit arts organizations and uses those results in the input/output model, which quantifies their economic impact on the community. The study does not take into consideration the significant economic impact of related audience spending (hotels, restaurants, parking), for-profit arts organizations, or individual artists. In essence, arts organizations pay their employees, purchase supplies, contract for services, and acquire assets within the local community, and these actions, in turn, create local jobs and personal income, and generate revenue to the local and state government.

Input/Output Analysis

An input/output model is a mathematical equation that combines statistical methods and economic theory in an area of economic study called econometrics. Econometricians use this input/output, or interindustry, model to measure how many times a dollar is re-spent in a community before it leaks out. While input/output analysis requires more research, relies on trained econometricians, and is more expensive, the process provides current and reliable data.

The input/output model is based on a table of 533 finely detailed industries showing local sales and purchases. The local and state economy of each community is researched so the table can be customized for each community. The basic purchase patterns for local industries are derived from a similar table for the U.S. economy in 1982 (the latest detailed data available from the Interindustry Economics Division of the Bureau of Economic Analysis at the U.S. Department of Commerce). The table is first reduced to reflect the unique size and industry mix of the local economy. It is then adjusted so that only transactions with local businesses are recorded in the interindustry part of the table (this technique compares local supply and demand and estimates the additional imports or exports required to make total supply equal total demand). The resulting table shows the detailed local sales and purchase patterns of the local industries. The 533-industry table is then aggregated to reflect the general local activities of 32 industries plus local households (a total of 33 industries). To trace changes in the economy, each column is converted to show the direct requirements per dollar of gross output for each sector.

The economic impact figures for the study were computed using what is called an "iterative" procedure. This process uses the sum of an infinite series to approximate the solution to the economic model. This is what the process looks like in matrix algebra:

$$T = IX + AX + A^2X + A^3X + \ldots + A^nX$$

T is the solution, a column vector of changes in each industry's outputs caused by the changes represented in the column vector X. A is the 33 by 33 direct-requirements matrix. This equation is used to trace the direct expenditures attributable to nonprofit local arts organizations. A "multiplier effect table" is produced that displays the results of this equation. The total column (column 13) is T. The initial expenditure to be traced is IX (I is the identity matrix, which is operationally equivalent to the number 1 in ordinary algebra). Round 1 is AX, the result of multiplying the matrix A by the vector X (the outputs required of each supplier to produce the goods and services purchased in the initial change under study). Round 2 is A^2X, which is the result of multiplying the matrix A by Round 1 (it answers the same question applied to Round 1: what are the outputs required of each supplier to produce the goods and services purchased in Round 1 of this chain of events?). Each of columns 1 through 12 in the multiplier effects table represents one of the elements in the continuing but diminishing chain of expenditures on the right side of the equation.

Calculation of the total impact of the nonprofit arts industry within a community on the outputs of other industries (T) can now be converted to impacts on final income to the owners of resources by multiplying the outputs produced by ratios of arts income and employment to output. Thus, column 14 is an estimate of the employment impact of changes in outputs due to arts expenditures, and is calculated by multiplying elements in column 13 (T) by the ratio of employment to output for the 32 industries in the region (recorded in column 20). Columns 15 through 17 convert the changes in outputs due to arts expenditures to changes in household incomes, local government revenues, and state government revenues in the same way. Columns 22 through 24 are calculations of the direct impact on incomes and revenues associated with the direct impact vector (X) and are also calculated similarly.

An Introduction to the Data Tables and Their Explanations

Each data table in this report has an accompanying explanation page describing its results. The data page is on the right (odd numbered pages); the explanation page is on the left (even numbered pages).

Tables 1 through 20 summarize the collected data and the analyzed results for each of the 33 participating communities. The data are presented in four community groupings that are stratified by population; "n" refers to the number of communities within that population group. Where appropriate, an average and total have been calculated for each population group (under each population grouping), and for all 33 communities (bottom of the page).

Explanation of Table 1: Survey Participation by Community

This table shows the rate of compliance by the surveyed arts organizations on a per-community basis.

Column One:
The population of each community surveyed.

Column Two:
The number of arts organizations in the community eligible to be surveyed, which is the total number of nonprofit local arts organizations within that community (provided by the local sponsor).

Column Three:
The number of nonprofit local arts organizations that *received* a survey.

Column Four:
The number of nonprofit local arts organizations that *returned* surveys for fiscal 1990, coupled with the rate of compliance (a percentage of the respondents divided by the number of organizations surveyed).

Column Five:
The number of nonprofit local arts organizations that returned surveys for fiscal 1991, coupled with the rate of compliance (a percentage of the respondents divided by the number of organizations surveyed).

Table 1: Survey Participation by Community

Community	Population	Organizations Eligible to Be Surveyed	Organizations that Received Surveys	Surveys Returned FY 1990		Surveys Returned FY 1991	
Group I: Population 0-99,999 (n=6)							
Aberdeen, SD	45,000	18	18	10	56%	12	67%
Cache County (Logan), UT	70,000	21	21	5	24%	13	62%
Miles City, MT	8,461	14	14	8	57%	11	79%
Missoula, MT	70,000	22	22	14	64%	12	55%
Rutland County, VT	62,142	25	25	5	20%	13	52%
Southern Southeast Alaska	28,000	17	17	9	53%	8	47%
Average	47,267	20	20	9	45%	12	60%
Total	-	117	117	51	44%	-	-
Group II: Population 100,000-499,999 (n=10)							
Ann Arbor, MI	110,000	47	35	16	46%	16	46%
Burlington, VT	132,000	33	33	11	33%	10	30%
Flint, MI	141,000	36	35	18	51%	22	63%
Humboldt County, CA	113,000	48	35	13	37%	13	37%
Oakland, CA	375,000	88	35	24	69%	24	69%
Pittsburgh, PA	400,000	129	35	20	57%	19	54%
Reno, NV	250,000	86	35	17	49%	23	66%
Salt Lake City, UT	160,000	45	35	27	77%	29	83%
St. Paul, MN	272,000	52	35	27	77%	27	77%
Tacoma, WA	179,000	53	35	22	63%	24	69%
Average	213,200	62	35	20	57%	21	60%
Total	-	617	348	195	-	207	-
Group III: Population 500,000-999,999 (n=8)							
Boston, MA	574,000	284	35	18	51%	16	46%
Rochester (Monroe County), NY	700,000	119	35	35	100%	34	97%
New Orleans, LA	500,000	77	35	21	60%	22	63%
Oahu County, HI	980,000	106	35	20	57%	21	60%
Phoenix, AZ	983,000	122	35	19	54%	23	66%
Portland Metro Area, OR	895,000	65	35	21	60%	32	91%
San Francisco, CA	724,000	192	35	29	83%	28	80%
San Jose, CA	782,000	66	35	19	54%	25	71%
Average	767,250	129	35	23	66%	25	71%
Total	-	1,031	280	182	-	201	-
Group IV: Population 1,000,000+ (n=9)							
Broward County, FL	1,300,000	137	35	18	51%	32	91%
Columbus, OH	1,378,000	51	35	27	77%	29	83%
Fulton County, GA	2,500,000	148	35	27	77%	26	74%
Houston, TX	1,630,000	179	35	22	63%	20	57%
Metro-Dade County, FL	1,940,000	263	35	18	51%	20	57%
Philadelphia, PA	1,600,000	123	35	16	46%	15	43%
San Diego, CA	1,100,000	68	35	18	51%	35	100%
Santa Clara County, CA	1,400,000	230	35	14	40%	21	60%
St. Louis, MO	2,000,000	93	35	23	66%	21	60%
Average	1,649,778	144	35	20	57%	24	69%
Total	-	1,292	315	183	-	219	-
Average of All Communities	709,139	93	32	19	57%	21	65%
Total of All Communities	-	3,057	1,060	611	58%	696	66%

Explanation of Table 2: Total Economic Impact of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1991

This table presents the total economic impact of local expenditures by nonprofit local arts organizations in fiscal 1991. It is derived from an input/output model designed for each community. The total economic impact is a measure of the total economic effect of the arts organizations' expenditures and the effect of those dollars being re-spent in, or "rippling" through, the community. That is, the initial spending, secondary spending, and subsequent spending until the dollar leaks out of the community, at which time it no longer has a local economic impact. The total economic impact is larger than the direct economic impact, as the direct impact is just one of the "ripples" (see *About This Study* and the *Glossary* for more information about direct and total economic impacts). An average has been calculated for each population group.

Column One:

The estimated total expenditures by nonprofit local arts organizations in fiscal 1991 (column three of Table Five).

Column Two:

The estimated total local expenditures by nonprofit local arts organizations in fiscal 1991. This number is calculated by subtracting payment to non-local artists, state and federal taxes, and other non-local purchases from the estimated total expenditures (column one of this table). Dollars that are spent outside of the community are considered to be "leaked" from the local economy and have no local impact. In several communities, the *local* expenditures appear to exceed the *total* expenditures. This is because asset acquisition is added *only* to the local impact. Asset acquisition is considered an investment in capital, not an expense for operation.

Column Three:

The total number of full-time-equivalent (FTE) jobs that were created in the community as a result of the estimated total local expenditures (column two of this table). See *Glossary* for a definition of full-time-equivalent.

Column Four:

The total amount of personal income paid in the community as a result of the estimated total local expenditures. Personal income includes salaries, wages, and entrepreneurial income.

Column Five:

The total amount of revenue that local government receives (*e.g.*, fees, taxes) as a result of the estimated total local expenditures.

Column Six:

The total amount of revenue that state government receives as a result of the estimated total local expenditures.

Table 2: Total Economic Impact of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1991

Community	Estimated Total Expenditures	Estimated Total Local Expenditures	FTE Jobs	Personal Income	Government Revenue	
					Local	State
Group I: Population 0-99,999 (n=6)						
Aberdeen, SD	$405,810	$329,832	17	$298,000	$8,400	$9,600
Cache County (Logan), UT	$2,011,800	$1,570,485	76	$1,208,000	$26,000	$51,000
Miles City, MT	$1,249,458	$943,124	48	$873,000	$16,000	$38,000
Missoula, MT	$4,011,392	$2,541,440	124	$2,164,000	$63,000	$105,000
Rutland County, VT	$941,725	$719,050	35	$615,000	$23,000	$30,000
Southern Southeast Alaska	$1,139,799	$807,398	21	$503,000	$18,000	$26,000
Average	$1,626,664	$1,151,888	54	$943,500	$25,733	$43,267
Group II: Population 100,000-499,999 (n=10)						
Ann Arbor, MI	$21,330,621	$18,542,440	520	$12,737,000	$548,000	$659,000
Burlington, VT	$17,574,513	$10,977,252	489	$9,833,000	$349,000	$484,000
Flint, MI	$6,962,364	$6,076,116	228	$4,874,000	$153,000	$238,000
Humboldt County, CA	$9,237,552	$6,580,896	325	$5,984,000	$179,000	$281,000
Oakland, CA	$16,984,264	$15,111,800	617	$16,289,000	$651,000	$814,000
Pittsburgh, PA	$271,590,667	$186,293,212	8,144	$204,365,070	$6,913,828	$10,169,885
Reno, NV	$25,388,490	$18,990,778	732	$16,640,000	$637,000	$888,000
Salt Lake City, UT	$35,135,235	$28,269,630	1,299	$25,801,000	$799,000	$1,228,000
St. Paul, MN	$127,310,846	$113,141,082	3,339	$85,934,453	$3,001,909	$4,462,364
Tacoma, WA	$11,936,289	$8,312,891	388	$7,313,000	$258,000	$369,000
Average	$54,345,084	$41,229,610	1,608	$38,977,052	$1,348,974	$1,959,325
Group III: Population 500,000-999,999 (n=8)						
Boston, MA	$166,624,107	$143,946,926	4,820	$156,515,688	$6,574,769	$8,230,769
Monroe County, NY*	$122,108,756	$129,683,939	4,742	$108,654,000	$4,070,000	$5,477,000
New Orleans, LA*	$29,524,495	$38,986,717	929	$23,742,000	$913,000	$1,258,000
Oahu County, HI	$84,163,682	$66,800,352	2,754	$68,497,000	$2,835,000	$3,368,000
Phoenix, AZ	$77,597,124	$62,006,866	2,797	$62,831,000	$2,606,000	$3,219,000
Portland Metro Area, OR	$73,213,790	$57,798,390	2,742	$58,005,000	$1,733,000	$2,660,000
San Francisco, CA	$338,000,179	$299,941,478	9,963	$323,263,200	$12,040,800	$16,897,600
San Jose, CA	$49,651,272	$40,291,680	1,311	$37,337,000	$1,567,000	$1,958,000
Average	$117,610,426	$104,932,044	3,757	$104,855,611	$4,042,446	$5,383,546
Group IV: Population 1,000,000+ (n=9)						
Broward County, FL	$73,366,925	$62,864,642	2,596	$59,133,000	$2,507,000	$3,043,000
Columbus, OH	$45,980,019	$34,692,036	1,618	$37,040,000	$1,450,000	$1,914,000
Fulton County, GA	$99,147,420	$90,290,212	2,969	$85,458,000	$3,768,000	$4,845,000
Houston, TX	$280,445,198	$193,196,108	7,245	$190,134,262	$8,486,856	$10,537,142
Metro Dade County, FL	$127,543,954	$89,497,059	3,192	$76,612,000	$4,006,000	$4,240,000
Philadelphia, PA	$63,294,570	$46,849,716	1,953	$43,277,000	$1,579,000	$2,158,000
San Diego, CA	$95,272,284	$77,777,448	3,169	$75,823,000	$3,457,000	$3,905,000
Santa Clara County, CA	$70,038,680	$54,528,630	1,801	$51,049,000	$2,326,000	$2,670,000
St. Louis, MO	$84,512,076	$77,578,554	3,043	$71,461,000	$3,042,000	$3,803,000
Average	$104,400,125	$80,808,267	3,065	$76,665,251	$3,402,428	$4,123,905
Avg. of All Communities	$73,748,344	$60,179,945	2,244	$58,311,020	$2,321,381	$3,031,405

*The local expenditure is greater than the total expenditure due to a large amount of asset acquisition, which is not included in the expenditure budget. Asset acquisition is considered an investment in capital, not an expense for operation.

Explanation of Table 3: Direct Economic Impact of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1991

This table presents the direct economic impact of the estimated total local expenditures by nonprofit local arts organizations in fiscal 1991. The direct economic impact is the effect of the initial expenditures by the arts organizations and is derived from an input/output model (see *Glossary* and *About This Study*) designed specifically for each community. An average has been calculated for each population group.

Column One:

The estimated total expenditures by nonprofit local arts organizations in fiscal 1991 (column three of Table Five).

Column Two:

The estimated total local expenditures by nonprofit local arts organizations in fiscal 1991. This number is calculated by subtracting payments to non-local artists, state and federal taxes, and other non-local purchases from the estimated total expenditures (column one of this table). Dollars that are spent outside of the community are considered to be "leaked" from the local economy and have no local impact. In several communities, the *local* expenditures appear to exceed the *total* expenditures. This is because asset acquisition is added *only* to the local impact. Asset acquisition is considered an investment in capital, not an expense for operation.

Column Three:

The total number of full-time-equivalent (FTE) jobs that were created as a result of the estimated total local expenditures (column two of this table). An FTE can be one full-time employee, two employees who work half-time, four employees who work quarter-time, *etc.*

Column Four:

The amount of personal income paid as a result of the estimated total local expenditures. Personal income includes salaries, wages, and entrepreneurial income.

Column Five:

The amount of revenue that local government receives (*e.g.*, fees, taxes) as a result of the estimated total local expenditures.

Column Six:

The amount of revenue that state government receives as a result of the estimated total local expenditures.

Table 3: Direct Economic Impact of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1991

Community	Estimated Total Expenditures	Estimated Total Local Expenditures	FTE Jobs	Personal Income	Government Revenue	
					Local	State
Group I: Population 0-99,999 (n=6)						
Aberdeen, SD	$405,810	$329,832	12	$233,000	$1,200	$2,400
Cache County (Logan), UT	$2,011,800	$1,570,485	56	$1,001,000	$6,000	$24,000
Miles City, MT	$1,249,458	$943,124	32	$696,000	$4,000	$18,000
Missoula, MT	$4,011,392	$2,541,440	88	$1,661,000	$17,000	$45,000
Rutland County, VT	$941,725	$719,050	26	$486,000	$6,000	$13,000
Southern Southeast Alaska	$1,139,799	$807,398	16	$399,000	$8,000	$12,000
Average	$1,626,664	$1,151,888	38	$746,000	$7,033	$19,067
Group II: Population 100,000-499,999 (n=10)						
Ann Arbor, MI	$21,330,621	$18,542,440	357	$9,548,000	$163,000	$249,000
Burlington, VT	$17,574,513	$10,977,252	337	$7,216,000	$108,000	$184,000
Flint, MI	$6,962,364	$6,076,116	165	$3,783,000	$40,000	$102,000
Humboldt County, CA	$9,237,552	$6,580,896	236	$4,681,000	$39,000	$117,000
Oakland, CA	$16,984,264	$15,111,800	427	$11,901,000	$110,000	$282,000
Pittsburgh, PA	$271,590,667	$186,293,212	5,342	$146,151,246	$1,030,886	$3,469,400
Reno, NV	$25,388,490	$18,990,778	521	$12,261,000	$123,000	$343,000
Salt Lake City, UT	$35,135,235	$28,269,630	980	$20,231,000	$139,000	$520,000
St. Paul, MN	$127,310,846	$113,141,082	2,083	$59,852,453	$579,273	$1,431,000
Tacoma, WA	$11,936,289	$8,312,891	277	$5,530,000	$61,000	$149,000
Average	$54,345,084	$41,229,610	1,072	$28,115,470	$239,316	$684,640
Group III: Population 500,000-999,999 (n=8)						
Boston, MA	$166,624,107	$143,946,926	3,164	$105,913,228	$1,291,077	$2,791,385
Monroe County, NY*	$122,108,756	$129,683,939	3,233	$79,650,000	$942,000	$1,999,000
New Orleans, LA*	$29,524,495	$38,986,717	607	$17,122,000	$168,000	$445,000
Oahu County, HI	$84,163,682	$66,800,352	1,964	$51,002,000	$390,000	$1,175,000
Phoenix, AZ	$77,597,124	$62,006,866	1,946	$45,912,000	$472,000	$1,148,000
Portland Metro Area, OR	$73,213,790	$57,798,390	1,977	$44,116,000	$302,000	$1,012,000
San Francisco, CA	$338,000,179	$299,941,478	6,490	$220,942,400	$1,986,400	$5,973,600
San Jose, CA	$49,651,272	$40,291,680	907	$27,874,000	$363,000	$767,000
Average	$117,610,426	$104,932,044	2,536	$74,066,454	$739,310	$1,913,873
Group IV: Population 1,000,000+ (n=9)						
Broward County, FL	$73,366,925	$62,864,642	1,858	$45,202,000	$616,000	$1,225,000
Columbus, OH	$45,980,019	$34,692,036	1,094	$25,986,000	$233,000	$623,000
Fulton County, GA	$99,147,420	$90,290,212	1,922	$56,538,000	$769,000	$1,667,000
Houston, TX	$280,445,198	$193,196,108	4,890	$138,358,840	$1,418,857	$3,286,285
Metro Dade County, FL	$127,543,954	$89,497,059	2,109	$53,483,000	$1,142,000	$1,479,000
Philadelphia, PA	$63,294,570	$46,849,716	1,388	$32,987,000	$378,000	$840,000
San Diego, CA	$95,272,284	$77,777,448	2,250	$57,313,000	$884,000	$1,539,000
Santa Clara County, CA	$70,038,680	$54,528,630	1,249	$38,159,000	$668,000	$1,055,000
St. Louis, MO	$84,512,076	$77,578,554	2,003	$49,549,000	$472,000	$1,212,000
Average	$104,400,125	$80,808,267	2,085	$55,286,204	$731,206	$1,436,254
Average of All Communities	$73,748,344	$60,179,945	1,515	$41,689,035	$452,445	$1,066,608

*The local expenditure is greater than the total expenditure due to a large amount of asset acquisition, which is not included in the expenditure budget. Asset acquisition is considered an investment in capital, not an expense for operation.

Explanation of Table 4: Economic Impact Per $100,000 of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1991

This table summarizes the direct and total economic impacts in the form of ratios for fiscal 1991. Using this chart, a determination can be made of the economic impacts per $100,000 of local spending by nonprofit local arts organizations. The ratio is derived by dividing each economic impact figure by the estimated total local expenditures (column two of Table Three), and then multiplying by 100,000. An average has been calculated for each population group.

Columns one through four are ratios of the direct economic impacts in fiscal 1991.

Columns five through eight are ratios of the total economic impacts in fiscal 1991.

Table 4: Economic Impact Per $100,000 of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1991

Community	Direct Impact Per $100,000 of Local Spending				Total Impact Per $100,000 of Local Spending			
	FTE Jobs	Personal Income	Government Revenue		FTE Jobs	Personal Income	Government Revenue	
			Local	State			Local	State
Group I: Population 0-99,999 (n=6)								
Aberdeen, SD	3.64	$70,642	$364	$728	5.15	$90,349	$2,547	$2,911
Cache County (Logan), UT	3.57	$63,738	$382	$1,528	4.84	$76,919	$1,656	$3,247
Miles City, MT	3.39	$73,797	$424	$1,909	5.09	$92,565	$1,696	$4,029
Missoula, MT	3.46	$65,357	$669	$1,771	4.88	$85,149	$2,479	$4,132
Rutland County, VT	3.62	$67,589	$834	$1,808	4.87	$85,530	$3,199	$4,172
Southern Southeast Alaska	1.98	$49,418	$991	$1,486	2.60	$62,299	$2,229	$3,220
Average	3.28	$65,090	$611	$1,538	4.57	$82,135	$2,301	$3,619
Group II: Population 100,000-499,999 (n=10)								
Ann Arbor, MI	1.93	$51,493	$879	$1,343	2.80	$68,691	$2,955	$3,554
Burlington, VT	3.07	$65,736	$984	$1,676	4.45	$89,576	$3,179	$4,409
Flint, MI	2.72	$62,260	$658	$1,679	3.75	$80,216	$2,518	$3,917
Humboldt County, CA	3.59	$71,130	$593	$1,778	4.94	$90,930	$2,720	$4,270
Oakland, CA	2.83	$78,753	$728	$1,866	4.08	$107,790	$4,308	$5,387
Pittsburgh, PA	2.87	$78,452	$553	$1,862	4.37	$109,701	$3,711	$5,459
Reno, NV	2.74	$64,563	$648	$1,806	3.85	$87,621	$3,354	$4,676
Salt Lake City, UT	3.47	$71,564	$492	$1,839	4.60	$91,268	$2,826	$4,344
St. Paul, MN	1.84	$52,901	$512	$1,265	2.95	$75,953	$2,653	$3,944
Tacoma, WA	3.33	$66,523	$734	$1,792	4.67	$87,972	$3,104	$4,439
Average	2.84	$66,338	$678	$1,691	4.05	$88,972	$3,133	$4,440
Group III: Population 500,000-999,999 (n=8)								
Boston, MA	2.20	$73,578	$897	$1,939	3.35	$108,732	$4,567	$5,718
Monroe County, NY	2.49	$61,419	$726	$1,541	3.66	$83,784	$3,138	$4,223
New Orleans, LA	1.56	$43,918	$431	$1,141	2.38	$60,898	$2,342	$3,227
Oahu County, HI	2.94	$76,350	$584	$1,759	4.12	$102,540	$4,244	$5,042
Phoenix, AZ	3.14	$74,043	$761	$1,851	4.51	$101,329	$4,203	$5,191
Portland Metro Area, OR	3.42	$76,327	$523	$1,751	4.74	$100,357	$2,998	$4,602
San Francisco, CA	2.16	$73,662	$662	$1,992	3.32	$107,775	$4,014	$5,634
San Jose, CA	2.25	$69,181	$901	$1,904	3.25	$92,667	$3,889	$4,860
Average	2.52	$68,560	$686	$1,735	3.67	$94,760	$3,675	$4,812
Group IV: Population 1,000,000+ (n=9)								
Broward County, FL	2.96	$71,904	$980	$1,949	4.13	$94,064	$3,988	$4,841
Columbus, OH	3.15	$74,905	$672	$1,796	4.66	$106,768	$4,180	$5,517
Fulton County, GA	2.13	$62,618	$852	$1,846	3.29	$94,648	$4,173	$5,366
Houston, TX	2.53	$71,616	$734	$1,701	3.75	$98,415	$4,393	$5,454
Metro Dade County, FL	2.36	$59,760	$1,276	$1,653	3.57	$85,603	$4,476	$4,738
Philadelphia, PA	2.96	$70,410	$807	$1,793	4.17	$92,374	$3,370	$4,606
San Diego, CA	2.89	$73,688	$1,137	$1,979	4.07	$97,487	$4,445	$5,021
Santa Clara County, CA	2.29	$69,980	$1,225	$1,935	3.30	$93,619	$4,266	$4,897
St. Louis, MO	2.58	$63,869	$608	$1,562	3.92	$92,114	$3,921	$4,902
Average	2.65	$68,750	$921	$1,801	3.87	$95,010	$4,135	$5,038
Average of All Communities	2.79	$67,307	$734	$1,704	4.00	$90,779	$3,386	$4,544

Explanation of Table 5: Estimated Total Revenues and Expenditures in Fiscal 1991

This table summarizes the estimated total revenues, expenditures, and surplus or deficit in fiscal 1991 for all nonprofit arts organizations in each community. These figures are derived by multiplying the average per-organization data in Table Six by the total number of nonprofit arts organizations in that community (column one). An average has been calculated for each population group.

Column One:
The total number of nonprofit arts organizations in the community.

Column Two:
The estimated total revenues of nonprofit local arts organizations in fiscal 1991.

Column Three:
The estimated total expenditures of nonprofit local arts organizations in fiscal 1991.

Column Four:
The estimated total surplus or (deficit) for nonprofit local arts organizations in fiscal 1991.

Table 5: Estimated Total Revenues and Expenditures in Fiscal 1991

Community	Total # of Org's	Total Revenues	Total Expenditures	Surplus/(Deficit)
Group I: Population 0-99,999 (n=6)				
Aberdeen, SD	18	$440,964	$405,810	$35,154
Cache County (Logan), UT	21	$1,654,527	$2,011,800	($357,273)
Miles City, MT	14	$1,214,066	$1,249,458	($35,392)
Missoula, MT	22	$4,005,320	$4,011,392	($6,072)
Rutland County, VT	25	$1,170,425	$941,725	$228,700
Southern Southeast Alaska	17	$1,186,600	$1,139,799	$46,801
Average	20	$1,611,984	$1,626,664	($14,680)
Group II: Population 100,000-499,999 (n=10)				
Ann Arbor, MI	47	$21,511,665	$21,330,621	$181,044
Burlington, VT	33	$18,414,033	$17,574,513	$839,520
Flint, MI	36	$7,150,248	$6,962,364	$187,884
Humboldt County, CA	48	$9,850,320	$9,237,552	$612,768
Oakland, CA	88	$17,311,184	$16,984,264	$326,920
Pittsburgh, PA	129	$268,891,135	$271,590,667	($2,699,532)
Reno, NV	86	$26,666,106	$25,388,490	$1,277,616
Salt Lake City, UT	45	$35,783,100	$35,135,235	$647,865
St. Paul, MN	52	$125,953,390	$127,310,846	($1,357,456)
Tacoma, WA	53	$11,989,978	$11,936,289	$53,689
Average	62	$54,352,116	$54,345,084	$7,032
Group III: Population 500,000-999,999 (n=8)				
Boston, MA	284	$163,321,667	$166,624,107	($3,302,440)
Rochester (Monroe County), NY	119	$127,052,849	$122,108,756	$4,944,093
New Orleans, LA	77	$30,856,980	$29,524,495	$1,332,485
Oahu County, HI	106	$83,283,670	$84,163,682	($880,012)
Phoenix, AZ	122	$75,092,708	$77,597,124	($2,504,416)
Portland Metro Area, OR	65	$72,511,205	$73,213,790	($702,585)
San Francisco, CA	192	$336,000,154	$338,000,179	($2,000,025)
San Jose, CA	66	$47,493,930	$49,651,272	($2,157,342)
Average	129	$116,951,645	$117,610,426	($658,780)
Group IV: Population 1,000,000+ (n=9)				
Broward County, FL	137	$73,150,465	$73,366,925	($216,460)
Columbus, OH	51	$43,060,524	$45,980,019	($2,919,495)
Fulton County, GA	148	$99,380,816	$99,147,420	$233,396
Houston, TX	179	$285,086,718	$280,445,198	$4,641,520
Metro-Dade County, FL	263	$130,540,839	$127,543,954	$2,996,885
Philadelphia, PA	123	$64,600,215	$63,294,570	$1,305,645
San Diego, CA	68	$96,215,036	$95,272,284	$942,752
Santa Clara County, CA	230	$74,695,950	$70,038,680	$4,657,270
St. Louis, MO	93	$88,352,697	$84,512,076	$3,840,621
Average	144	$106,120,362	$104,400,125	$1,720,237
Average of All Communities	93	$74,057,257	$73,748,344	$308,913

Explanation of Table 6: Average Revenues and Expenditures of Reporting Organizations in Fiscal 1991

This table summarizes the average revenues, expenditures, and surplus or deficits of the nonprofit arts organizations in each community that returned their fiscal 1991 survey. Each community has columns illustrating the number of nonprofit local arts organizations reporting surpluses or break-even budgets and the number reporting deficits. A total and average have been calculated for each population category.

Column One:
The number of nonprofit local arts organizations that returned a survey for fiscal 1991.

Column Two:
The average revenues per reporting nonprofit local arts organization.

Column Three:
The average expenditures per reporting nonprofit local arts organization.

Column Four:
The average surplus or (deficit) per reporting nonprofit local arts organization.

Column Five:
The number of nonprofit arts organizations in the community that finished fiscal year 1991 with a surplus or break-even budget.

Column Six:
The number of nonprofit arts organizations in the community that finished fiscal year 1991 with a deficit.

Table 6: Average Revenues and Expenditures of Reporting Organizations in Fiscal 1991

Community	# of Reporting Org's	Average Per Reporting Organization			# Org's	
		Revenues	Expenditures	Surplus/(Deficit)	Surplus	(Deficit)
Group I: Population 0-99,999 (n=6)						
Aberdeen, SD	12	$24,498	$22,545	$1,953	11	1
Cache County (Logan), UT	13	$78,787	$95,800	($17,013)	9	4
Miles City, MT	11	$86,719	$89,247	($2,528)	9	2
Missoula, MT	12	$182,060	$182,336	($276)	7	5
Rutland County, VT	13	$46,817	$37,669	$9,148	12	1
Southern Southeast Alaska	8	$69,800	$67,048	$2,752	6	2
Total of Group I Org's	69	$5,623,857	$5,711,770	($87,913)	54	15
Average of Group I Org's	-	$81,505	$82,779	($1,274)	-	-
Group II: Population 100,000-499,999 (n=10)						
Ann Arbor, MI	16	$457,695	$453,843	$3,852	13	3
Burlington, VT	10	$558,001	$532,561	$25,440	6	4
Flint, MI	22	$198,618	$193,399	$5,219	12	10
Humboldt County, CA	13	$205,215	$192,449	$12,766	10	3
Oakland, CA	24	$196,718	$193,003	$3,715	16	8
Pittsburgh, PA	19	$2,084,427	$2,105,354	($20,927)	14	5
Reno, NV	23	$310,071	$295,215	$14,856	19	4
Salt Lake City, UT	29	$795,180	$780,783	$14,397	20	9
St. Paul, MN	27	$2,422,181	$2,448,285	($26,104)	18	9
Tacoma, WA	24	$226,226	$225,213	$1,013	12	12
Total of Group II Org's	207	$165,286,030	$164,918,970	$367,060	140	67
Average of Group II Org's	-	$798,483	$796,710	$1,773	-	-
Group III: Population 500,000-999,999 (n=8)						
Boston, MA	16	$575,076	$586,705	($11,629)	8	8
Rochester (Monroe County), NY	34	$1,067,671	$1,026,124	$41,547	21	13
New Orleans, LA	22	$400,740	$383,435	$17,305	18	4
Oahu County, HI	21	$785,695	$793,997	($8,302)	14	7
Phoenix, AZ	23	$615,514	$636,042	($20,528)	13	10
Portland Metro Area, OR	32	$1,115,557	$1,126,366	($10,809)	21	11
San Francisco, CA	28	$1,750,001	$1,760,418	($10,417)	12	16
San Jose, CA	25	$719,605	$752,292	($32,687)	11	14
Total of Group III Org's	201	$187,662,704	$188,156,685	($493,981)	118	83
Average of Group III Org's	-	$933,645	$936,103	($2,458)	-	-
Group IV: Population 1,000,000+ (n=9)						
Broward County, FL	32	$533,945	$535,525	($1;580)	20	12
Columbus, OH	29	$844,324	$901,569	($57,245)	13	16
Fulton County, GA	26	$671,492	$669,915	$1,577	20	6
Houston, TX	20	$1,592,663	$1,566,733	$25,930	15	5
Metro-Dade County, FL	20	$496,353	$484,958	$11,395	13	7
Philadelphia, PA	15	$525,205	$514,590	$10,615	8	7
San Diego, CA	35	$1,414,927	$1,401,063	$13,864	25	10
Santa Clara County, CA	21	$324,765	$304,516	$20,249	15	6
St. Louis, MO	21	$950,029	$908,732	$41,297	14	7
Total of Group IV Org's	219	$184,981,942	$183,968,174	$1,013,768	143	76
Average of Group IV Org's	-	$844,666	$840,037	$4,629	-	-
Total of All Reporting Org's	696	$543,554,533	$542,755,599	$798,934	455	241
Average of All Reporting Org's	-	$780,969	$779,821	$1,148	-	-

Explanation of Table 7: Estimated Total Voluntarism by Community in Fiscal 1991

This table summarizes the estimated total number of volunteers, volunteer hours, and the dollar value of volunteer time by community in fiscal 1991. These figures are derived by multiplying the average per-organization volunteer data by the total number of nonprofit arts organizations in that community (column one). An average has been calculated for each population group.

The dollar value is based on *Giving and Volunteering in the United States 1992*, by the Independent Sector, a Washington, D.C. based organization that serves and studies the nonprofit sector. Independent Sector puts the dollar value of the average fiscal 1991 volunteer hour at $11.58. Volunteers for the arts include members of the board of directors, docents, ticket takers, and others.

Column One:
The total number of nonprofit arts organizations in the community.

Column Two:
The estimated total number of people who volunteered for nonprofit local arts organizations in fiscal 1991.

Column Three:
The estimated total number of volunteer hours donated to nonprofit local arts organizations in fiscal 1991.

Column Four:
The estimated total dollar value of volunteer hours donated to nonprofit local arts organizations in fiscal 1991.

Column Five:
The estimated average number of volunteer hours donated, per volunteer, to nonprofit local arts organizations in fiscal 1991.

Table 7: Estimated Total Voluntarism by Community in Fiscal 1991

Community	Total # of Org's	Number of Volunteers	Number of Hours	Dollar Value of Volunteer Hours	Average Hours Per Volunteer
Group I: Population 0-99,999 (n=6)					
Aberdeen, SD	18	1,224	37,566	$435,014	31
Cache County (Logan), UT	21	756	21,315	$246,828	28
Miles City, MT	14	1,064	22,596	$261,662	21
Missoula, MT	22	32,802	745,844	$8,636,874	23
Rutland County, VT	25	1,825	44,975	$520,811	25
Southern Southeast Alaska	17	1,258	45,696	$529,160	36
Average	20	6,488	152,999	$1,771,725	27
Group II: Population 100,000-499,999 (n=10)					
Ann Arbor, MI	47	17,766	308,790	$3,575,788	17
Burlington, VT	33	4,521	186,384	$2,158,327	41
Flint, MI	36	6,012	129,060	$1,494,515	21
Humboldt County, CA	48	6,720	169,728	$1,965,450	25
Oakland, CA	88	2,728	148,544	$1,720,140	54
Pittsburgh, PA	129	4,622	422,903	$4,897,217	91
Reno, NV	86	11,610	313,040	$3,625,003	27
Salt Lake City, UT	45	5,895	164,475	$1,904,621	28
St. Paul, MN	52	4,297	181,499	$2,101,758	42
Tacoma, WA	53	3,975	123,490	$1,430,014	31
Average	62	6,815	214,791	$2,487,283	38
Group III: Population 500,000-999,999 (n=8)					
Boston, MA	284	18,526	373,482	$4,324,922	20
Rochester (Monroe County), NY	119	13,804	678,300	$7,854,714	49
New Orleans, LA	77	10,626	250,943	$2,905,920	24
Oahu County, HI	106	13,356	770,514	$8,922,552	58
Phoenix, AZ	122	21,716	784,582	$9,085,460	36
Portland Metro Area, OR	65	13,455	233,155	$2,699,935	17
San Francisco, CA	192	34,560	1,094,861	$12,678,490	32
San Jose, CA	66	2,904	188,892	$2,187,369	65
Average	129	16,118	546,841	$6,332,420	38
Group IV: Population 1,000,000+ (n=9)					
Broward County, FL	137	13,015	629,652	$7,291,370	48
Columbus, OH	51	12,291	387,600	$4,488,408	32
Fulton County, GA	148	12,580	634,328	$7,345,518	50
Houston, TX	179	29,970	1,349,762	$15,630,244	45
Metro-Dade County, FL	263	3,682	262,211	$3,036,403	71
Philadelphia, PA	123	6,027	384,129	$4,448,214	64
San Diego, CA	68	13,192	631,244	$7,309,806	48
Santa Clara County, CA	230	8,740	363,630	$4,210,835	42
St. Louis, MO	93	7,998	257,610	$2,983,124	32
Average	144	11,944	544,463	$6,304,880	48
Average of All Communities	93	10,410	373,964	$4,330,499	39

Explanation of Table 8: Employment, Personal Income, and Government Revenue Multipliers in Fiscal 1990 & 1991

This table summarizes, by community, the "multiplier effect" of the direct local expenditures by nonprofit local arts organizations on employment, personal income, and government revenue. A "multiplier effect" can be developed which describes the level of indirect economic impact on jobs, personal income, and government revenue. The employment multiplier, income multiplier, and government revenue multiplier are a series of ratios derived by dividing the total economic impact by the direct economic impact. For example, if the direct economic impact of expenditures by arts organizations results in the support of 100 full-time-equivalent jobs, and the total economic impact results in the support of 250 full-time-equivalent jobs, then the employment multiplier is 2.50. This indicates that, for every 1.00 full-time-equivalent job created as a direct consequence of local spending by nonprofit local arts organizations, 1.50 additional full-time-equivalent jobs are supported within the community. Thus, 2.50 (the multiplier) minus 1.00 (the direct economic impact) equals 1.50 (the indirect economic impact).

Column One:
The 1990 multiplier for full-time-equivalent jobs.

Column Two:
The 1990 multiplier for personal income (salaries, wages, and entrepreneurial income)

Column Three:
The 1990 multiplier for local government revenue.

Column Four:
The 1990 multiplier for state government revenue.

Column Five:
The 1991 multiplier for full-time-equivalent jobs.

Column Six:
The 1991 multiplier for personal income (salaries, wages, and entrepreneurial income)

Column Seven:
The 1991 multiplier for local government revenue.

Column Eight:
The 1991 multiplier for state government revenue.

Table 8: Employment, Personal Income, and Government Revenue Multipliers in Fiscal 1990 & 1991

Community	1990 Multipliers				1991 Multipliers			
	FTE Jobs	Personal Income	Government Revenue		FTE Jobs	Personal Income	Government Revenue	
			Local	State			Local	State
Group I: Population 0-99,999 (n=6)								
Aberdeen, SD	2.50	2.28	8.30	4.95	2.42	2.28	8.00	5.00
Cache County (Logan), UT	2.34	2.21	5.00	3.09	2.36	2.21	5.33	3.13
Miles City, MT	2.50	2.25	5.20	3.08	2.50	2.25	5.00	3.11
Missoula, MT	2.41	2.30	4.73	3.35	2.41	2.30	4.71	3.33
Rutland County, VT	2.36	2.26	4.63	3.24	2.35	2.27	4.83	3.31
Southern Southeast Alaska	2.33	2.26	3.13	3.08	2.31	2.26	3.25	3.17
Average	2.41	2.26	5.16	3.47	2.39	2.26	5.19	3.51
Group II: Population 100,000-499,999 (n=10)								
Ann Arbor, MI	2.46	2.33	4.36	3.65	2.46	2.33	4.36	3.65
Burlington, VT	2.45	2.36	4.24	3.64	2.45	2.36	4.23	3.63
Flint, MI	2.38	2.29	4.80	3.33	2.38	2.29	4.83	3.33
Humboldt County, CA	2.38	2.28	5.55	3.40	2.38	2.28	5.59	3.40
Oakland, CA	2.45	2.37	6.91	3.88	2.44	2.37	6.92	3.89
Pittsburgh, PA	2.52	2.40	7.71	3.93	2.52	2.40	7.71	3.93
Reno, NV	2.41	2.36	6.18	3.59	2.40	2.36	6.18	3.59
Salt Lake City, UT	2.33	2.28	6.75	3.36	2.33	2.28	6.75	3.36
St. Paul, MN	2.60	2.44	6.19	4.12	2.60	2.44	6.18	4.12
Tacoma, WA	2.40	2.32	5.20	3.49	2.40	2.32	5.23	3.48
Average	2.44	2.34	5.79	3.64	2.44	2.34	5.80	3.64
Group III: Population 500,000-999,999 (n=8)								
Boston, MA	2.52	2.48	6.09	3.95	2.52	2.48	6.09	3.95
Monroe County, NY	2.47	2.36	5.32	3.74	2.47	2.36	5.32	3.74
New Orleans, LA	2.53	2.39	6.42	3.83	2.53	2.39	6.43	3.83
Oahu County, HI	2.40	2.34	8.28	3.87	2.40	2.34	8.27	3.87
Phoenix, AZ	2.44	2.37	6.52	3.80	2.44	2.37	6.52	3.80
Portland Metro Area, OR	2.39	2.31	6.74	3.63	2.39	2.31	6.74	3.63
San Francisco, CA	2.54	2.46	7.06	3.83	2.54	2.46	7.06	3.83
San Jose, CA	2.45	2.34	5.32	3.55	2.45	2.34	5.32	3.55
Average	2.47	2.38	6.47	3.77	2.47	2.38	6.47	3.77
Group IV: Population 1,000,000+ (n=9)								
Broward County, FL	2.40	2.31	5.07	3.48	2.40	2.31	5.07	3.48
Columbus, OH	2.48	2.43	7.23	4.07	2.48	2.43	7.22	4.07
Fulton County, GA	2.54	2.51	5.90	3.91	2.54	2.51	5.90	3.91
Houston, TX	2.48	2.37	6.98	4.21	2.48	2.37	6.98	4.21
Metro Dade County, FL	2.51	2.43	4.51	3.87	2.51	2.43	4.51	3.87
Philadelphia, PA	2.41	2.31	5.18	3.57	2.41	2.31	5.18	3.57
San Diego, CA	2.41	2.32	4.91	3.54	2.41	2.32	4.91	3.54
Santa Clara County, CA	2.44	2.34	4.48	3.53	2.44	2.34	4.48	3.53
St. Louis, MO	2.52	2.44	7.45	4.14	2.52	2.44	7.44	4.14
Average	2.47	2.39	5.74	3.81	2.47	2.39	5.74	3.81
Average of All Communities	2.45	2.35	5.83	3.69	2.44	2.35	5.83	3.69

Explanation of Table 9: Total Economic Impact of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1990

This table presents the total economic impact of local expenditures by nonprofit local arts organizations in fiscal 1990. It is derived from an input/output model designed for each community. The total economic impact is a measure of the total economic effect of the arts organizations' expenditures and the effect of those dollars being re-spent in, or "rippling" through, the community. That is, the initial spending, secondary spending, and subsequent spending until the dollar leaks out of the community, at which time it no longer has a local economic impact. The total economic impact is larger than the direct economic impact, as the direct impact is just one of the "ripples" (see *About This Study* and the *Glossary* for more information about direct and total economic impacts). An average has been calculated for each population group.

Column One:

The estimated total expenditures by nonprofit local arts organizations in fiscal 1990 (column three of Table Twelve).

Column Two:

The estimated total local expenditures by nonprofit local arts organizations in fiscal 1990. This number is calculated by subtracting payment to non-local artists, state and federal taxes, and other non-local purchases from the estimated total expenditures (column one of this table). Dollars that are spent outside of the community are considered to be "leaked" from the local economy and have no local impact. In several communities, the *local* expenditures appear to exceed the *total* expenditures. This is because asset acquisition is added *only* to the local impact. Asset acquisition is considered an investment in capital, not an expense for operation.

Column Three:

The total number of full-time-equivalent (FTE) jobs that were created in the community as a result of the estimated total local expenditures (column two of this table). See *Glossary* for a definition of full-time-equivalent.

Column Four:

The total amount of personal income paid in the community as a result of the estimated total local expenditures. Personal income includes salaries, wages, and entrepreneurial income.

Column Five:

The total amount of revenue that local government receives (*e.g.*, fees, taxes) as a result of the estimated total local expenditures.

Column Six:

The total amount of revenue that state government receives as a result of the estimated total local expenditures.

Table 9: Total Economic Impact of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1990

Community	Estimated Total Expenditures	Estimated Total Local Expenditures	FTE Jobs	Personal Income	Government Revenue	
					Local	State
Group I: Population 0-99,999 (n=6)						
Aberdeen, SD	$346,842	$285,552	15	$258,000	$7,300	$8,300
Cache County (Logan), UT	$1,477,245	$1,475,775	71	$1,135,000	$24,000	$48,000
Miles City, MT	$1,570,254	$1,236,228	63	$1,144,000	$21,000	$50,000
Missoula, MT	$2,817,826	$2,264,548	110	$1,928,000	$56,000	$94,000
Rutland County, VT	$1,322,400	$921,725	45	$788,000	$29,000	$38,000
Southern Southeast Alaska	$994,126	$781,184	20	$487,000	$17,000	$25,000
Average	$1,421,449	$1,160,835	54	$956,667	$25,717	$43,883
Group II: Population 100,000-499,999 (n=10)						
Ann Arbor, MI	$18,852,546	$13,288,733	373	$9,129,000	$393,000	$472,000
Burlington, VT	$15,738,459	$11,719,026	522	$10,498,000	$373,000	$517,000
Flint, MI*	$7,715,736	$11,481,732	431	$9,210,000	$289,000	$450,000
Humboldt County, CA	$8,677,872	$7,360,368	363	$6,693,000	$200,000	$314,000
Oakland, CA	$28,404,024	$25,266,912	1,032	$27,235,000	$1,088,000	$1,361,000
Pittsburgh, PA	$272,844,254	$261,510,315	11,433	$286,885,678	$9,705,713	$14,276,570
Reno, NV	$32,002,664	$26,898,220	1,037	$23,569,000	$902,000	$1,258,000
Salt Lake City, UT	$36,393,480	$34,552,890	1,588	$31,537,000	$977,000	$1,501,000
St. Paul, MN	$111,677,008	$94,518,225	2,789	$71,789,734	$2,507,728	$3,727,637
Tacoma, WA	$8,727,881	$6,093,887	284	$5,361,000	$189,000	$271,000
Average	$54,103,392	$49,269,031	1,985	$48,190,741	$1,662,444	$2,414,821
Group III: Population 500,000-999,999 (n=8)						
Boston, MA	$196,234,947	$181,139,832	6,066	$196,954,893	$8,273,454	$10,357,090
Monroe County, NY	$111,226,682	$99,433,782	3,636	$83,305,000	$3,120,000	$4,199,000
New Orleans, LA	$23,822,568	$20,857,837	497	$12,702,000	$488,000	$673,000
Oahu County, HI	$80,377,892	$66,541,712	2,743	$68,230,000	$2,824,000	$3,355,000
Phoenix, AZ	$80,384,580	$73,276,616	3,305	$74,247,000	$3,080,000	$3,804,000
Portland Metro Area, OR	$54,521,155	$45,755,450	2,171	$45,917,000	$1,372,000	$2,106,000
San Francisco, CA	$321,597,647	$273,883,229	9,097	$295,166,961	$10,994,314	$15,428,828
San Jose, CA	$43,231,716	$34,527,768	1,123	$31,994,000	$1,343,000	$1,678,000
Average	$113,924,648	$99,427,028	3,580	$101,064,607	$3,936,846	$5,200,115
Group IV: Population 1,000,000+ (n=9)						
Broward County, FL	$88,839,842	$72,108,854	2,978	$67,826,000	$2,876,000	$3,490,000
Columbus, OH	$48,847,290	$45,581,454	2,126	$48,667,000	$1,905,000	$2,515,000
Fulton County, GA	$103,746,816	$80,710,320	2,654	$76,391,000	$3,368,000	$4,331,000
Houston, TX	$256,501,384	$218,078,195	8,178	$214,618,250	$9,579,625	$11,893,750
Metro Dade County, FL	$141,662,583	$126,199,235	4,501	$108,031,000	$5,649,000	$5,979,000
Philadelphia, PA	$121,143,930	$107,891,787	4,498	$99,663,000	$3,636,000	$4,970,000
San Diego, CA	$91,833,619	$82,652,354	3,368	$80,574,000	$3,673,800	$4,149,600
Santa Clara County, CA	$76,932,240	$58,700,600	1,939	$54,954,000	$2,504,000	$2,874,000
St. Louis, MO*	$49,267,308	$62,796,948	2,463	$57,848,000	$2,462,000	$3,079,000
Average	$108,752,779	$94,968,861	3,634	$89,841,361	$3,961,492	$4,809,039
Avg. of All Communities	$73,931,358	$65,145,191	2,470	$63,779,894	$2,543,240	$3,311,933

*The local expenditure is greater than the total expenditure due to a large amount of asset acquisition, which is not included in the expenditure budget. Asset acquisition is considered an investment in capital, not an expense for operation.

Explanation of Table 10: Direct Economic Impact of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1990

This table presents the direct economic impact of the estimated total local expenditures by nonprofit local arts organizations in fiscal 1990. The direct economic impact is the effect of the initial expenditures by the arts organizations and is derived from an input/output model (see *Glossary* and *About This Study*) designed specifically for each community. An average has been calculated for each population group.

Column One:

The estimated total expenditures by nonprofit local arts organizations in fiscal 1990 (column three of Table Twelve).

Column Two:

The estimated total local expenditures by nonprofit local arts organizations in fiscal 1990. This number is calculated by subtracting payments to non-local artists, state and federal taxes, and other non-local purchases from the estimated total expenditures (column one of this table). Dollars that are spent outside of the community are considered to be "leaked" from the local economy and have no local impact. In several communities, the *local* expenditures appear to exceed the *total* expenditures. This is because asset acquisition is added *only* to the local impact. Asset acquisition is considered an investment in capital, not an expense for operation.

Column Three:

The total number of full-time-equivalent (FTE) jobs that were created as a result of the estimated total local expenditures (column two of this table). An FTE can be one full-time employee, two employees who work half-time, four employees who work quarter-time, *etc.*

Column Four:

The amount of personal income paid as a result of the estimated total local expenditures. Personal income includes salaries, wages, and entrepreneurial income.

Column Five:

The amount of revenue that local government receives (*e.g.*, fees, taxes) as a result of the estimated total local expenditures.

Column Six:

The amount of revenue that state government receives as a result of the estimated total local expenditures.

Table 10: Direct Economic Impact of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1990

Community	Estimated Total Expenditures	Estimated Total Local Expenditures	FTE Jobs	Personal Income	Government Revenue	
					Local	State
Group I: Population 0-99,999 (n=6)						
Aberdeen, SD	$346,842	$285,552	10	$202,000	$1,000	$2,100
Cache County (Logan), UT	$1,477,245	$1,475,775	53	$941,000	$6,000	$23,000
Miles City, MT	$1,570,254	$1,236,228	42	$912,000	$5,000	$24,000
Missoula, MT	$2,817,826	$2,264,548	78	$1,480,000	$15,000	$40,000
Rutland County, VT	$1,322,400	$921,725	33	$623,000	$8,000	$17,000
Southern Southeast Alaska	$994,126	$781,184	15	$386,000	$8,000	$12,000
Average	$1,421,449	$1,160,835	39	$757,333	$7,167	$19,683
Group II: Population 100,000-499,999 (n=10)						
Ann Arbor, MI	$18,852,546	$13,288,733	256	$6,843,000	$117,000	$178,000
Burlington, VT	$15,738,459	$11,719,026	360	$7,704,000	$115,000	$196,000
Flint, MI*	$7,715,736	$11,481,732	312	$7,148,000	$76,000	$193,000
Humboldt County, CA	$8,677,872	$7,360,368	264	$5,235,000	$44,000	$131,000
Oakland, CA	$28,404,024	$25,266,912	714	$19,898,000	$184,000	$472,000
Pittsburgh, PA	$272,844,254	$261,510,310	7,499	$205,165,689	$1,447,428	$4,870,285
Reno, NV	$32,002,664	$26,898,220	738	$17,366,000	$174,000	$486,000
Salt Lake City, UT	$36,393,480	$34,552,890	1,198	$24,728,000	$170,000	$636,000
St. Paul, MN	$111,677,008	$94,518,225	1,740	$50,000,732	$483,546	$1,195,364
Tacoma, WA	$8,727,881	$6,093,887	203	$4,054,000	$45,000	$109,000
Average	$54,103,392	$49,269,030	1,328	$34,814,242	$285,597	$846,665
Group III: Population 500,000-999,999 (n=8)						
Boston, MA	$196,234,947	$181,139,830	3,981	$133,277,989	$1,624,909	$3,512,727
Monroe County, NY	$111,226,682	$99,433,782	2,479	$61,068,000	$722,000	$1,533,000
New Orleans, LA	$23,822,568	$20,857,837	325	$9,160,000	$90,000	$238,000
Oahu County, HI	$80,377,892	$66,541,712	1,956	$50,803,000	$388,000	$1,170,000
Phoenix, AZ	$80,384,580	$73,276,616	2,300	$54,254,000	$558,000	$1,357,000
Portland Metro Area, OR	$54,521,155	$45,755,450	1,565	$34,922,000	$239,000	$801,000
San Francisco, CA	$321,597,647	$273,883,229	5,926	$201,739,736	$1,813,743	$5,454,486
San Jose, CA	$43,231,716	$34,527,768	777	$23,885,000	$311,000	$657,000
Average	$113,924,648	$99,427,028	2,414	$71,138,716	$718,331	$1,840,402
Group IV: Population 1,000,000+ (n=9)						
Broward County, FL	$88,839,842	$72,108,854	2,131	$51,847,000	$707,000	$1,405,000
Columbus, OH	$48,847,290	$45,581,454	1,437	$34,143,000	$306,000	$819,000
Fulton County, GA	$103,746,816	$80,710,320	1,718	$50,539,000	$687,000	$1,490,000
Houston, TX	$256,501,384	$218,078,190	5,519	$156,175,250	$1,601,875	$3,709,750
Metro Dade County, FL	$141,662,583	$126,199,235	2,974	$75,416,000	$1,610,000	$2,086,000
Philadelphia, PA	$121,143,930	$107,891,787	3,196	$75,966,000	$870,000	$1,934,000
San Diego, CA	$91,833,619	$82,652,354	2,391	$60,904,200	$939,600	$1,635,600
Santa Clara County, CA	$76,932,240	$58,700,600	1,345	$41,078,000	$719,000	$1,136,000
St. Louis, MO*	$49,267,308	$62,796,948	1,621	$40,110,000	$382,000	$981,000
Average	$108,752,779	$94,968,860	2,481	$65,130,939	$869,164	$1,688,483
Avg. of All Communities	$73,931,358	$65,145,190	1,671	$45,696,200	$499,033	$1,166,797

*The local expenditure is greater than the total expenditure due to a large amount of asset acquisition, which is not included in the expenditure budget. Asset acquisition is considered an investment in capital, not an expense for operation.

Explanation of Table 11: Economic Impact Per $100,000 of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1990

This table summarizes the direct and total economic impacts in the form of ratios for fiscal 1990. Using this chart, a determination can be made of the economic impacts per $100,000 of local spending by nonprofit arts organizations. The ratio is derived by dividing each economic impact figure by the estimated total local expenditures (column two of Table Fifteen), and then multiplying by 100,000. An average has been calculated for each population group.

Columns one through four are ratios of the direct economic impacts in fiscal 1990.

Columns five through eight are ratios of the total economic impacts in fiscal 1990.

Table 11: Economic Impact Per $100,000 of Local Expenditures by Nonprofit Local Arts Organizations in Fiscal 1990

Community	Direct Impact Per $100,000 of Local Spending				Total Impact Per $100,000 of Local Spending			
	FTE Jobs	Personal Income	Government Revenue		FTE Jobs	Personal Income	Government Revenue	
			Local	State			Local	State
Group I: Population 0-99,999 (n=6)								
Aberdeen, SD	3.50	$70,740	$350	$735	5.25	$90,351	$2,556	$2,907
Cache County (Logan), UT	3.59	$63,763	$407	$1,559	4.81	$76,909	$1,626	$3,253
Miles City, MT	3.40	$73,773	$404	$1,941	5.10	$92,540	$1,699	$4,045
Missoula, MT	3.44	$65,355	$662	$1,766	4.86	$85,138	$2,473	$4,151
Rutland County, VT	3.58	$67,591	$868	$1,844	4.88	$85,492	$3,146	$4,123
Southern Southeast Alaska	1.92	$49,412	$1,024	$1,536	2.56	$62,341	$2,176	$3,200
Average	3.24	$65,106	$619	$1,564	4.58	$82,129	$2,279	$3,613
Group II: Population 100,000-499,999 (n=10)								
Ann Arbor, MI	1.93	$51,495	$880	$1,339	2.81	$68,697	$2,957	$3,552
Burlington, VT	3.07	$65,739	$981	$1,672	4.45	$89,581	$3,183	$4,412
Flint, MI	2.72	$62,255	$662	$1,681	3.75	$80,214	$2,517	$3,919
Humboldt County, CA	3.59	$71,124	$598	$1,780	4.93	$90,933	$2,717	$4,266
Oakland, CA	2.83	$78,751	$728	$1,868	4.08	$107,789	$4,306	$5,386
Pittsburgh, PA	2.87	$78,454	$553	$1,862	4.37	$109,703	$3,711	$5,459
Reno, NV	2.74	$64,562	$647	$1,807	3.86	$87,623	$3,353	$4,677
Salt Lake City, UT	3.47	$71,566	$492	$1,841	4.60	$91,272	$2,828	$4,344
St. Paul, MN	1.84	$52,901	$512	$1,265	2.95	$75,953	$2,653	$3,944
Tacoma, WA	3.33	$66,526	$738	$1,789	4.66	$87,973	$3,101	$4,447
Average	2.84	$66,337	$679	$1,690	4.05	$88,974	$3,133	$4,441
Group III: Population 500,000-999,999 (n=8)								
Boston, MA	2.20	$73,577	$897	$1,939	3.35	$108,731	$4,567	$5,718
Monroe County, NY	2.49	$61,416	$726	$1,542	3.66	$83,779	$3,138	$4,223
New Orleans, LA	1.56	$43,916	$431	$1,141	2.38	$60,898	$2,340	$3,227
Oahu County, HI	2.94	$76,348	$583	$1,758	4.12	$102,537	$4,244	$5,042
Phoenix, AZ	3.14	$74,040	$761	$1,852	4.51	$101,324	$4,203	$5,191
Portland Metro Area, OR	3.42	$76,323	$522	$1,751	4.74	$100,353	$2,999	$4,603
San Francisco, CA	2.16	$73,659	$662	$1,992	3.32	$107,771	$4,014	$5,633
San Jose, CA	2.25	$69,176	$901	$1,903	3.25	$92,662	$3,890	$4,860
Average	2.52	$68,557	$686	$1,735	3.67	$94,757	$3,674	$4,812
Group IV: Population 1,000,000+ (n=9)								
Broward County, FL	2.96	$71,901	$980	$1,948	4.13	$94,061	$3,988	$4,840
Columbus, OH	3.15	$74,905	$671	$1,797	4.66	$106,769	$4,179	$5,518
Fulton County, GA	2.13	$62,618	$851	$1,846	3.29	$94,648	$4,173	$5,366
Houston, TX	2.53	$71,614	$735	$1,701	3.75	$98,413	$4,393	$5,454
Metro Dade County, FL	2.36	$59,759	$1,276	$1,653	3.57	$85,604	$4,476	$4,738
Philadelphia, PA	2.96	$70,409	$806	$1,793	4.17	$92,373	$3,370	$4,606
San Diego, CA	2.89	$73,687	$1,137	$1,979	4.07	$97,485	$4,445	$5,021
Santa Clara County, CA	2.29	$69,979	$1,225	$1,935	3.30	$93,617	$4,266	$4,896
St. Louis, MO	2.58	$63,873	$608	$1,562	3.92	$92,119	$3,921	$4,903
Average	2.65	$68,750	$921	$1,802	3.87	$95,010	$4,135	$5,038
Average of All Communities	2.78	$67,309	$736	$1,708	4.00	$90,777	$3,382	$4,543

Explanation of Table 12: Estimated Total Revenues and Expenditures in Fiscal 1990

This table summarizes the estimated total revenues, expenditures, and surplus or deficit in fiscal 1990 for all nonprofit arts organizations in each community. These figures are derived by multiplying the average per-organization data in Table Thirteen by the total number of nonprofit arts organizations in that community (column one). An average has been calculated for each population group.

Column One:
The total number of nonprofit arts organizations in the community.

Column Two:
The estimated total revenues of these nonprofit arts organizations in fiscal 1990.

Column Three:
The estimated total expenditures of these nonprofit arts organizations in fiscal 1990.

Column Four:
The estimated surplus or (deficit) for all nonprofit organizations in fiscal 1990.

Table 12: Estimated Total Revenues and Expenditures in Fiscal 1990

Community	Total # of Org's	Total Revenues	Total Expenditures	Surplus/(Deficit)
Group I: Population 0-99,999 (n=6)				
Aberdeen, SD	18	$387,630	$346,842	$40,788
Cache County (Logan), UT	21	$1,749,741	$1,477,245	$272,496
Miles City, MT	14	$1,587,278	$1,570,254	$17,024
Missoula, MT	22	$3,125,056	$2,817,826	$307,230
Rutland County, VT	25	$1,347,575	$1,322,400	$25,175
Southern Southeast Alaska	17	$1,048,237	$994,126	$54,111
Average	20	$1,540,920	$1,421,449	$119,471
Group II: Population 100,000-499,999 (n=10)				
Ann Arbor, MI	47	$17,924,155	$18,852,546	($928,391)
Burlington, VT	33	$15,539,436	$15,738,459	($199,023)
Flint, MI	36	$7,637,940	$7,715,736	($77,796)
Humboldt County, CA	48	$8,741,472	$8,677,872	$63,600
Oakland, CA	88	$28,393,640	$28,404,024	($10,384)
Pittsburgh, PA	129	$244,800,468	$272,844,254	($28,043,786)
Reno, NV	86	$32,875,478	$32,002,664	$872,814
Salt Lake City, UT	45	$36,359,730	$36,393,480	($33,750)
St. Paul, MN	52	$110,099,210	$111,677,008	($1,577,798)
Tacoma, WA	53	$9,159,089	$8,727,881	$431,208
Average	62	$51,153,062	$54,103,392	($2,950,331)
Group III: Population 500,000-999,999 (n=8)				
Boston, MA	284	$203,608,619	$196,234,947	$7,373,672
Rochester (Monroe County), NY	119	$106,731,219	$111,226,682	($4,495,463)
New Orleans, LA	77	$25,242,987	$23,822,568	$1,420,419
Oahu County, HI	106	$80,766,064	$80,377,892	$388,172
Phoenix, AZ	122	$85,663,154	$80,384,580	$5,278,574
Portland Metro Area, OR	65	$54,142,725	$54,521,155	($378,430)
San Francisco, CA	192	$315,435,302	$321,597,647	($6,162,345)
San Jose, CA	66	$43,795,158	$43,231,716	$563,442
Average	129	$114,423,154	$113,924,648	$498,505
Group IV: Population 1,000,000+ (n=9)				
Broward County, FL	137	$91,990,294	$88,839,842	$3,150,452
Columbus, OH	51	$40,045,812	$48,847,290	($8,801,478)
Fulton County, GA	148	$99,723,584	$103,746,816	($4,023,232)
Houston, TX	179	$244,086,101	$256,501,384	($12,415,283)
Metro-Dade County, FL	263	$129,119,850	$141,662,583	($12,542,733)
Philadelphia, PA	123	$121,647,492	$121,143,930	$503,562
San Diego, CA	68	$92,072,218	$91,833,619	$238,599
Santa Clara County, CA	230	$78,238,640	$76,932,240	$1,306,400
St. Louis, MO	93	$50,816,781	$49,267,308	$1,549,473
Average	144	$105,304,530	$108,752,779	($3,448,249)
Average of All Communities	93	$72,239,459	$73,931,358	($1,691,899)

Explanation of Table 13: Average Revenues and Expenditures of Reporting Organizations in Fiscal 1990

This table summarizes the average revenues, expenditures, and surplus or deficits of the nonprofit arts organizations in each community that returned their fiscal 1990 survey. Each community has columns illustrating the number of nonprofit local arts organizations reporting surpluses or break-even budgets and the number reporting deficits. A total and average have been calculated for each population category.

Column One:
The number of nonprofit local arts organizations that returned a survey for fiscal 1990.

Column Two:
The average revenues per reporting nonprofit local arts organization.

Column Three:
The average expenditures per reporting nonprofit local arts organization.

Column Four:
The average surplus or (deficit) per reporting nonprofit local arts organization.

Column Five:
The number of nonprofit local arts organizations that finished fiscal year 1990 with a surplus or break-even budget.

Column Six:
The number of nonprofit local arts organizations that finished fiscal year 1990 with a deficit.

Table 13: Average Revenues and Expenditures of Reporting Organizations in Fiscal 1990

Community	# of Reporting Org's	Average Per Reporting Organization			# Org's	
		Revenues	Expenditures	Surplus/(Deficit)	Surplus	(Deficit)
Group I: Population 0-99,999 (n=6)						
Aberdeen, SD	10	$21,535	$19,269	$2,266	9	1
Cache County (Logan), UT	5	$83,321	$70,345	$12,976	4	1
Miles City, MT	8	$113,377	$112,161	$1,216	6	2
Missoula, MT	14	$142,048	$128,083	$13,965	11	3
Rutland County, VT	5	$53,903	$52,896	$1,007	4	1
Southern Southeast Alaska	9	$61,661	$58,478	$3,183	6	3
Total of Group I Org's	51	$4,352,107	$4,025,647	$326,460	40	11
Average of Group I Org's	-	$85,335	$78,934	$6,401	-	-
Group II: Population 100,000-499,999 (n=10)						
Ann Arbor, MI	16	$381,365	$401,118	($19,753)	13	3
Burlington, VT	11	$470,892	$476,923	($6,031)	5	6
Flint, MI	18	$212,165	$214,326	($2,161)	12	6
Humboldt County, CA	13	$182,114	$180,789	$1,325	6	7
Oakland, CA	24	$322,655	$322,773	($118)	15	9
Pittsburgh, PA	20	$1,897,678	$2,115,072	($217,394)	11	9
Reno, NV	17	$382,273	$372,124	$10,149	12	5
Salt Lake City, UT	27	$807,994	$808,744	($750)	20	7
St. Paul, MN	27	$2,117,292	$2,147,635	($30,343)	17	10
Tacoma, WA	22	$172,813	$164,677	$8,136	15	7
Total of Group II Org's	195	$152,448,633	$157,691,393	($5,242,760)	126	69
Average of Group II Org's	-	$781,788	$808,674	($26,886)	-	-
Group III: Population 500,000-999,999 (n=8)						
Boston, MA	18	$716,932	$690,968	$25,964	9	9
Rochester (Monroe County), NY	35	$896,901	$934,678	($37,777)	18	17
New Orleans, LA	21	$327,831	$309,384	$18,447	16	5
Oahu County, HI	20	$761,944	$758,282	$3,662	13	7
Phoenix, AZ	19	$702,157	$658,890	$43,267	13	6
Portland Metro Area, OR	21	$832,965	$838,787	($5,822)	14	7
San Francisco, CA	29	$1,642,892	$1,674,988	($32,096)	15	14
San Jose, CA	19	$663,563	$655,026	$8,537	11	8
Total of Group III Org's	182	$157,504,455	$157,967,441	($462,986)	109	73
Average of Group III Org's	23	$865,409	$867,953	($2,544)	-	-
Group IV: Population 1,000,000+ (n=9)						
Broward County, FL	18	$671,462	$648,466	$22,996	13	5
Columbus, OH	27	$785,212	$957,790	($172,578)	16	11
Fulton County, GA	27	$673,808	$700,992	($27,184)	19	8
Houston, TX	22	$1,363,610	$1,432,969	($69,359)	11	11
Metro-Dade County, FL	18	$490,950	$538,641	($47,691)	12	6
Philadelphia, PA	16	$989,004	$984,910	$4,094	8	8
San Diego, CA	18	$1,354,003	$1,350,494	$3,509	10	8
Santa Clara County, CA	14	$340,168	$334,488	$5,680	9	5
St. Louis, MO	23	$546,417	$529,756	$16,661	16	7
Total of Group IV Org's	183	$147,842,437	$154,615,030	($6,772,593)	114	69
Average of Group IV Org's	-	$807,882	$844,891	($37,009)	-	-
Total of All Reporting Org's	611	$462,147,632	$474,299,511	($12,151,879)	389	222
Average of All Reporting Org's	-	$756,379	$776,268	($19,889)	-	-

Explanation of Table 14: Estimated Total Voluntarism in Fiscal 1990

This table summarizes the estimated total number of volunteers, volunteer hours, and the dollar value of volunteer time by community in fiscal 1990. These figures are derived by multiplying the average per-organization volunteer data by the total number of nonprofit arts organizations in that community (column one). An average has been calculated for each population group.

The dollar value is based on *Giving and Volunteering in the United States 1992*, by the Independent Sector, a Washington, D.C. based organization that serves and studies the nonprofit sector. Independent Sector puts the dollar value of the average fiscal 1991 volunteer hour at $11.58. Volunteers for the arts include members of the board of directors, docents, ticket takers, and others.

Column One:
The total number of nonprofit arts organizations in the community.

Column Two:
The estimated total number of people who volunteered for nonprofit local arts organizations in fiscal 1990.

Column Three:
The estimated total number of volunteer hours donated to nonprofit local arts organizations in fiscal 1990.

Column Four:
The estimated total dollar value of volunteer hours donated to nonprofit local arts organizations in fiscal 1990.

Column Five:
The estimated average number of volunteer hours donated, per volunteer, to nonprofit local arts organizations in fiscal 1990.

Table 14: Estimated Total Voluntarism in Fiscal 1990

Community	Total # of Org's	Number of Volunteers	Number of Hours	Dollar Value of Volunteer Hours	Average Hours Per Volunteer
Group I: Population 0-99,999 (n=6)					
Aberdeen, SD	18	1,841	33,088	$383,159	18
Cache County (Logan), UT	21	1,184	43,861	$507,910	37
Miles City, MT	14	1,222	12,378	$143,337	10
Missoula, MT	22	27,786	639,240	$7,402,399	23
Rutland County, VT	25	1,595	30,535	$353,595	19
Southern Southeast Alaska	17	997	40,222	$465,771	40
Average	20	5,771	133,221	$1,542,695	25
Group II: Population 100,000-499,999 (n=10)					
Ann Arbor, MI	47	4,303	115,065	$1,332,453	27
Burlington, VT	33	3,378	280,731	$3,250,865	83
Flint, MI	36	5,120	132,258	$1,531,548	26
Humboldt County, CA	48	9,985	231,467	$2,680,388	23
Oakland, CA	88	14,843	199,595	$2,311,310	13
Pittsburgh, PA	129	5,514	334,427	$3,872,665	61
Reno, NV	86	5,711	207,847	$2,406,868	36
Salt Lake City, UT	45	5,577	146,580	$1,697,396	26
St. Paul, MN	52	3,774	195,673	$2,265,893	52
Tacoma, WA	53	4,016	155,736	$1,803,423	39
Average	62	6,222	199,938	$2,315,281	39
Group III: Population 500,000-999,999 (n=8)					
Boston, MA	284	18,641	591,185	$6,845,922	32
Rochester (Monroe County), NY	119	12,492	692,934	$8,024,176	55
New Orleans, LA	77	5,940	265,195	$3,070,958	45
Oahu County, HI	106	11,734	560,926	$6,495,523	48
Phoenix, AZ	122	33,974	1,103,760	$12,781,541	32
Portland Metro Area, OR	65	6,670	194,418	$2,251,360	29
San Francisco, CA	192	21,850	741,164	$8,582,679	34
San Jose, CA	66	5,322	233,435	$2,703,177	44
Average	129	14,578	547,877	$6,344,417	40
Group IV: Population 1,000,000+ (n=9)					
Broward County, FL	137	50,576	1,050,135	$12,160,563	21
Columbus, OH	51	10,942	409,196	$4,738,490	37
Fulton County, GA	148	25,434	1,347,529	$15,604,386	53
Houston, TX	179	29,015	1,300,670	$15,061,759	45
Metro-Dade County, FL	263	16,058	246,752	$2,857,388	15
Philadelphia, PA	123	5,612	344,661	$3,991,174	61
San Diego, CA	68	14,187	480,245	$5,561,237	34
Santa Clara County, CA	230	12,453	544,049	$6,300,087	44
St. Louis, MO	93	9,458	254,715	$2,949,600	27
Average	144	19,304	664,217	$7,691,632	37
Average of All Communities	93	11,733	398,778	$4,617,849	36

Explanation of Table 15: Comparative Averages Per Reporting Organization in the Four Population Groups for Fiscal 1991

This table summarizes, by population category, the average revenues, expenditures, and other finance-related information of the 696 arts organizations that returned their fiscal 1991 survey. The major financial line items are averaged for each population category and then a combined average is calculated for each line item (column five). All averages are illustrated by dollar amount and by the percentage of the total.

Column One:

The fiscal 1991 average in dollars and percent for arts organizations that reported from the communities have a population range of 0 to 99,999.

Column Two:

The fiscal 1991 average in dollars and percent for arts organizations that reported from the communities have a population range of 100,000 to 499,999.

Column Three:

The fiscal 1991 average in dollars and percent for arts organizations that reported from the communities have a population range of 500,000 to 999,999.

Column Four:

The fiscal 1991 average in dollars and percent for arts organizations that reported from the communities have a population range of more than 1,000,000.

Column Five:

The fiscal 1991 combined average in dollars and percent for all four population groups.

Table 15: Comparative Averages Per Reporting Organization in the Four Population Groups for Fiscal 1991

	Average Per Reporting Organization									
	Group I Fiscal 1991		Group II Fiscal 1991		Group III Fiscal 1991		Group IV Fiscal 1991		All Groups Fiscal 1991	
Number of Organizations	69		207		201		219		696	
Operating Revenues										
Earned Revenue	$57,090	70.0%	$334,071	41.8%	$568,070	60.8%	$508,015	60.1%	$428,921	54.9%
Private Support	$12,233	15.0%	$201,591	25.2%	$248,018	26.6%	$197,014	23.3%	$194,786	24.9%
Government Support	$12,042	14.8%	$254,067	31.8%	$93,351	10.0%	$102,825	12.2%	$136,070	17.4%
Local Arts Agency Support	$139	0.2%	$8,755	1.1%	$24,206	2.6%	$36,812	4.4%	$21,191	2.7%
Total Revenues	$81,505	100%	$798,483	100%	$933,645	100%	$844,666	100%	$780,969	100%
Operating Expenditures										
Staff/Employee Expenses	$32,083	38.8%	$265,636	33.3%	$339,386	36.3%	$285,258	34.0%	$269,955	34.6%
Facilities Expenses	$4,407	5.3%	$138,997	17.4%	$56,565	6.0%	$63,732	7.6%	$78,166	10.0%
Other Operating Expenses	$27,133	32.8%	$247,121	31.0%	$312,954	33.4%	$303,190	36.1%	$261,967	33.6%
Payment to Local Artists	$6,020	7.3%	$93,867	11.8%	$184,971	19.8%	$137,854	16.4%	$125,309	16.1%
Payment to Non-Local Artists	$13,136	15.9%	$51,089	6.4%	$42,227	4.5%	$50,003	6.0%	$44,425	5.7%
Total Payment to Artists	*$19,156*	*23.1%*	*$144,956*	*18.2%*	*$227,198*	*24.3%*	*$187,857*	*22.4%*	*$169,734*	*21.8%*
Total Expenditures	$82,779	100%	$796,710	100%	$936,103	100%	$840,037	100%	$779,821	100%
Surplus/(Deficit)	($1,274)		$1,773		($2,458)		$4,629		$1,148	
Net Financial Results										
Broke Even or Net Gain	54	78.3%	140	67.6%	118	58.7%	143	65.3%	455	65.4%
Net Loss	15	21.7%	67	32.4%	83	41.3%	76	34.7%	241	34.6%
Other Highlights										
Asset Acquisition	$3,007		$138,062		$84,724		$51,260		$81,957	
In-Kind Contributions	$7,224		$48,604		$29,553		$39,774		$36,221	
In-Kind/Total Expenses	8.7%		6.1%		3.2%		4.7%		4.6%	
Number of Volunteers	312		122		137		119		144	
Volunteer Hours	7,358		3,522		4,642		5,081		4,717	
Hours Per Volunteer	24		29		34		43		33	

Explanation of Table 16: Comparative Averages Per Reporting Organization in the Four Population Groups for Fiscal 1990

This table summarizes, by population category, the average revenues, expenditures, and other finance-related information of the 611 arts organizations that returned their fiscal 1990 survey. The major financial line items are averaged for each population category and then a combined average is calculated for each line item (column five). All averages are illustrated by dollar amount and by the percentage of the total.

Column One:

The fiscal 1990 average in dollars and percent for arts organizations that reported from the communities have a population range of 0 to 99,999.

Column Two:

The fiscal 1990 average in dollars and percent for arts organizations that reported from the communities have a population range of 100,000 to 499,999.

Column Three:

The fiscal 1990 average in dollars and percent for arts organizations that reported from the communities have a population range of 500,000 to 999,999.

Column Four:

The fiscal 1990 average in dollars and percent for arts organizations that reported from the communities have a population range of more than 1,000,000.

Column Five:

The fiscal 1990 combined average in dollars and percent for all four population groups.

Table 16: Comparative Averages Per Reporting Organization in the Four Population Groups for Fiscal 1990

	Average Per Reporting Organization									
	Group I Fiscal 1990		Group II Fiscal 1990		Group III Fiscal 1990		Group IV Fiscal 1990		All Groups Fiscal 1990	
Number of Organizations	51		195		182		183		611	
Operating Revenues										
Earned Revenue	$52,224	61.2%	$345,088	44.1%	$499,753	57.7%	$485,990	60.2%	$408,914	54.1%
Private Support	$15,915	18.7%	$201,115	25.7%	$255,733	29.6%	$214,363	26.5%	$205,894	27.2%
Government Support	$16,851	19.7%	$226,134	28.9%	$88,332	10.2%	$76,617	9.5%	$122,836	16.2%
Local Arts Agency Support	$345	0.4%	$9,451	1.2%	$21,590	2.5%	$30,913	3.8%	$18,735	2.5%
Total Revenues	$85,335	100%	$781,788	100%	$865,409	100%	$807,882	100%	$756,379	100%
Operating Expenditures										
Staff/Employee Expenses	$37,391	47.4%	$303,221	37.5%	$388,647	44.8%	$332,276	39.3%	$315,181	40.6%
Facilities Expenses	$5,368	6.8%	$131,572	16.3%	$76,255	8.8%	$56,639	6.7%	$82,117	10.6%
Other Operating Expenses	$24,178	30.6%	$276,698	34.2%	$263,002	30.3%	$302,338	35.8%	$259,220	33.4%
Payment to Local Artists	$4,232	5.4%	$60,235	7.4%	$100,082	11.5%	$88,666	10.5%	$75,945	9.8%
Payment to Non-Local Artists	$7,765	9.8%	$36,947	4.6%	$39,967	4.6%	$64,972	7.7%	$43,805	5.6%
Total Payment to Artists	*$11,997*	*15.2%*	*$97,182*	*12.0%*	*$140,049*	*16.1%*	*$153,638*	*18.2%*	*$119,750*	*15.4%*
Total Expenditures	$78,934	100%	$808,674	100%	$867,953	100%	$844,891	100%	$776,268	100%
Surplus/(Deficit)	$6,401		($26,886)		($2,544)		($37,009)		($19,889)	
Net Financial Results										
Broke Even or Net Gain	40	78.4%	126	64.6%	109	59.9%	114	62.3%	389	63.7%
Net Loss	11	21.6%	69	35.4%	73	40.1%	69	37.7%	222	36.3%
Other Highlights										
Asset Acquisition	$3,424		$105,107		$27,579		$65,856		$61,770	
In-Kind Contributions	$3,919		$52,082		$23,466		$29,936		$32,905	
In-Kind/Total Expenses	5.0%		6.4%		2.7%		3.5%		4.2%	
Number of Volunteers	403		107		115		160		150	
Volunteer Hours	9,217		3,401		4,579		5,712		4,929	
Hours Per Volunteer	23		32		40		36		33	

Explanation of Table 17: Averages Per Reporting Arts Organization from Population Group I in Fiscal 1990 and 1991

This table summarizes a comparison of fiscal 1990 and 1991 information by major financial line items for responding arts organizations from within Group I (communities having a population of 0 to 99,999).

Column One:

The average revenues, expenditures, and other finance related information in dollar amounts and percentages for fiscal 1990.

Column Two:

The average revenues, expenditures, and other finance related information in dollar amounts and percentages for fiscal 1991.

Column Three:

The percentage of change (increase or decrease) between fiscal 1990 and 1991.

Column Four:

The average of all (696) arts organizations participating in this study for fiscal 1991.

Table 17: Averages Per Reporting Arts Organization from Population Group I in Fiscal 1990 and 1991

	Average Per Reporting Organization							
	Group I Fiscal 1990		Group I Fiscal 1991		Percentage of Change	All Groups Fiscal 1991		
Number of Organizations	51		69		35.3%	696		
Operating Revenues								
Earned Revenue	$52,224	61.2%	$57,090	70.0%	9.3%	$428,921	54.9%	
Private Support	$15,915	18.7%	$12,233	15.0%	-23.1%	$194,786	24.9%	
Government Support	$16,851	19.7%	$12,042	14.8%	-28.5%	$136,070	17.4%	
Local Arts Agency Support	$345	0.4%	$139	0.2%	-59.7%	$21,191	2.7%	
Total Revenues	$85,335	100%	$81,505	100%	-4.5%	$780,969	100%	
Operating Expenditures								
Staff/Employee Expenses	$37,391	47.4%	$32,083	38.8%	-14.2%	$269,955	34.6%	
Facilities Expenses	$5,368	6.8%	$4,407	5.3%	-17.9%	$78,166	10.0%	
Other Operating Expenses	$24,178	30.6%	$27,133	32.8%	12.2%	$261,967	33.6%	
Payment to Local Artists	$4,232	5.4%	$6,020	7.3%	42.2%	$125,309	16.1%	
Payment to Non-Local Artists	$7,765	9.8%	$13,136	15.9%	69.2%	$44,425	5.7%	
Total Payment to Artists	*$11,997*	*15.2%*	*$19,156*	*23.1%*	59.7%	*$169,734*	*21.8%*	
Total Expenditures	$78,934	100%	$82,779	100%	4.9%	$779,821	100%	
Surplus/(Deficit)	$6,401		($1,274)		-119.9%	$1,148		
Net Financial Results								
Broke Even or Net Gain	40	78.4%	54	78.3%	35.0%	455	65.4%	
Net Loss	11	21.6%	15	21.7%	36.4%	241	34.6%	
Other Highlights								
Asset Acquisition	$3,424		$3,007		-12.2%	$81,957		
In-Kind Contributions	$3,919		$7,224		84.3%	$36,221		
In-Kind/Total Expenses	5.0%		8.7%		75.8%	4.6%		
Number of Volunteers	403		312		-22.6%	144		
Volunteer Hours	9,217		7,358		-20.2%	4,717		
Hours Per Volunteer	23		24		3.1%	33		

Explanation of Table 18: Averages Per Reporting Arts Organization from Population Group II in Fiscal 1990 and 1991

This table summarizes a comparison of fiscal 1990 and 1991 information by major financial line items for responding arts organizations from within Group II (communities having a population of 100,000 to 499,999).

Column One:

The average revenues, expenditures, and other finance related information in dollar amounts and percentages for fiscal 1990.

Column Two:

The average revenues, expenditures, and other finance related information in dollar amounts and percentages for fiscal 1991.

Column Three:

The percentage of change (increase or decrease) between fiscal 1990 and 1991.

Column Four:

The average of all (696) arts organizations participating in this study for fiscal 1991.

Table 18: Averages Per Reporting Arts Organization from Population Group II in Fiscal 1990 and 1991

	Average Per Reporting Organization							
	Group II Fiscal 1990		Group II Fiscal 1991		Percentage of Change	All Groups Fiscal 1991		
Number of Organizations	195		207		6.2%	696		
Operating Revenues								
Earned Revenue	$345,088	44.1%	$334,071	41.8%	-3.2%	$428,921	54.9%	
Private Support	$201,115	25.7%	$201,591	25.2%	0.2%	$194,786	24.9%	
Government Support	$226,134	28.9%	$254,067	31.8%	12.4%	$136,070	17.4%	
Local Arts Agency Support	$9,451	1.2%	$8,755	1.1%	-7.4%	$21,191	2.7%	
Total Revenues	$781,788	100%	$798,483	100%	2.1%	$780,969	100%	
Operating Expenditures								
Staff/Employee Expenses	$303,221	37.5%	$265,636	33.3%	-12.4%	$269,955	34.6%	
Facilities Expenses	$131,572	16.3%	$138,997	17.4%	5.6%	$78,166	10.0%	
Other Operating Expenses	$276,698	34.2%	$247,121	31.0%	-10.7%	$261,967	33.6%	
Payment to Local Artists	$60,235	7.4%	$93,867	11.8%	55.8%	$125,309	16.1%	
Payment to Non-Local Artists	$36,947	4.6%	$51,089	6.4%	38.3%	$44,425	5.7%	
Total Payment to Artists	*$97,182*	*12.0%*	*$144,956*	*18.2%*	49.2%	*$169,734*	*21.8%*	
Total Expenditures	$808,674	100%	$796,710	100%	-1.5%	$779,821	100%	
Surplus/(Deficit)	($26,886)		$1,773		-106.6%	$1,148		
Net Financial Results								
Broke Even or Net Gain	126	64.6%	140	67.6%	11.1%	455	65.4%	
Net Loss	69	35.4%	67	32.4%	-2.9%	241	34.6%	
Other Highlights								
Asset Acquisition	$105,107		$138,062		31.4%	$81,957		
In-Kind Contributions	$52,082		$48,604		-6.7%	$36,221		
In-Kind/Total Expenses	6.4%		6.1%		-5.3%	4.6%		
Number of Volunteers	107		122		14.0%	144		
Volunteer Hours	3,401		3,522		3.6%	4,717		
Hours Per Volunteer	32		29		-9.2%	33		

Explanation of Table 19: Averages Per Reporting Arts Organization from Population Group III in Fiscal 1990 and 1991

This table summarizes a comparison of fiscal 1990 and 1991 information by major financial line items for responding arts organizations from within Group III (communities having a population of 500,000 to 999,999).

Column One:

The average revenues, expenditures, and other finance related information in dollar amounts and percentages for fiscal 1990.

Column Two:

The average revenues, expenditures, and other finance related information in dollar amounts and percentages for fiscal 1991.

Column Three:

The percentage of change (increase or decrease) between fiscal 1990 and 1991.

Column Four:

The average of all (696) arts organizations participating in this study for fiscal 1991.

Table 19: Averages Per Reporting Arts Organization from Population Group III in Fiscal 1990 and 1991

	Average Per Reporting Organization							
	Group III Fiscal 1990		Group III Fiscal 1991		Percentage of Change	All Groups Fiscal 1991		
Number of Organizations	182		201		10.4%	696		
Operating Revenues								
Earned Revenue	$499,753	57.7%	$568,070	60.8%	13.7%	$428,921	54.9%	
Private Support	$255,733	29.6%	$248,018	26.6%	-3.0%	$194,786	24.9%	
Government Support	$88,332	10.2%	$93,351	10.0%	5.7%	$136,070	17.4%	
Local Arts Agency Support	$21,590	2.5%	$24,206	2.6%	12.1%	$21,191	2.7%	
Total Revenues	$865,409	100%	$933,645	100%	7.9%	$780,969	100%	
Operating Expenditures								
Staff/Employee Expenses	$388,647	44.8%	$339,386	36.3%	-12.7%	$269,955	34.6%	
Facilities Expenses	$76,255	8.8%	$56,565	6.0%	-25.8%	$78,166	10.0%	
Other Operating Expenses	$263,002	30.3%	$312,954	33.4%	19.0%	$261,967	33.6%	
Payment to Local Artists	$100,082	11.5%	$184,971	19.8%	84.8%	$125,309	16.1%	
Payment to Non-Local Artists	$39,967	4.6%	$42,227	4.5%	5.7%	$44,425	5.7%	
Total Payment to Artists	*$140,049*	*16.1%*	*$227,198*	*24.3%*	62.2%	*$169,734*	*21.8%*	
Total Expenditures	$867,953	100%	$936,103	100%	7.9%	$779,821	100%	
Surplus/(Deficit)	($2,544)		($2,458)		-3.4%	$1,148		
Net Financial Results								
Broke Even or Net Gain	109	59.9%	118	58.7%	8.3%	455	65.4%	
Net Loss	73	40.1%	83	41.3%	13.7%	241	34.6%	
Other Highlights								
Asset Acquisition	$27,579		$84,724		207.2%	$81,957		
In-Kind Contributions	$23,466		$29,553		25.9%	$36,221		
In-Kind/Total Expenses	2.7%		3.2%		16.8%	4.6%		
Number of Volunteers	115		137		19.1%	144		
Volunteer Hours	4,579		4,642		1.4%	4,717		
Hours Per Volunteer	40		34		-14.9%	33		

Explanation of Table 20: Averages Per Reporting Arts Organization from Population Group IV in Fiscal 1990 and 1991

This table summarizes a comparison of fiscal 1990 and 1991 information by major financial line items for responding arts organizations from within Group IV (communities having a population of more than 1,000,000).

Column One:

The average revenues, expenditures, and other finance related information in dollar amounts and percentages for fiscal 1990.

Column Two:

The average revenues, expenditures, and other finance related information in dollar amounts and percentages for fiscal 1991.

Column Three:

The percentage of change (increase or decrease) between fiscal 1990 and 1991.

Column Four:

The average of all (696) arts organizations participating in this study for fiscal 1991.

Table 20: Averages Per Reporting Arts Organization from Population Group IV in Fiscal 1990 and 1991

	Average Per Reporting Organization						
	Group IV Fiscal 1990		Group IV Fiscal 1991		Percentage of Change	All Groups Fiscal 1991	
Number of Organizations	183		219		19.7%	696	
Operating Revenues							
Earned Revenue	$485,990	60.2%	$508,015	60.1%	4.5%	$428,921	54.9%
Private Support	$214,363	26.5%	$197,014	23.3%	-8.1%	$194,786	24.9%
Government Support	$76,617	9.5%	$102,825	12.2%	34.2%	$136,070	17.4%
Local Arts Agency Support	$30,913	3.8%	$36,812	4.4%	19.1%	$21,191	2.7%
Total Revenues	$807,882	100%	$844,666	100%	4.6%	$780,969	100%
Operating Expenditures							
Staff/Employee Expenses	$332,276	39.3%	$285,258	34.0%	-14.2%	$269,955	34.6%
Facilities Expenses	$56,639	6.7%	$63,732	7.6%	12.5%	$78,166	10.0%
Other Operating Expenses	$302,338	35.8%	$303,190	36.1%	0.3%	$261,967	33.6%
Payment to Local Artists	$88,666	10.5%	$137,854	16.4%	55.5%	$125,309	16.1%
Payment to Non-Local Artists	$64,972	7.7%	$50,003	6.0%	-23.0%	$44,425	5.7%
Total Payment to Artists	*$153,638*	*18.2%*	*$187,857*	22.4%	22.3%	*$169,734*	*21.8%*
Total Expenditures	$844,891	100%	$840,037	100%	-0.6%	$779,821	100%
Surplus/(Deficit)	($37,009)		$4,629		-112.5%	$1,148	
Net Financial Results							
Broke Even or Net Gain	114	62.3%	143	65.3%	25.4%	455	65.4%
Net Loss	69	37.7%	76	34.7%	10.1%	241	34.6%
Other Highlights							
Asset Acquisition	$65,856		$51,260		-22.2%	$81,957	
In-Kind Contributions	$29,936		$39,774		32.9%	$36,221	
In-Kind/Total Expenses	3.5%		4.7%		33.6%	4.6%	
Number of Volunteers	160		119		-25.6%	144	
Volunteer Hours	5,712		5,081		-11.0%	4,717	
Hours Per Volunteer	36		43		19.6%	33	

Questions and Answers

1. Why undertake an economic impact study of the arts?

In undertaking this study, it was NALAA's intention to give local arts agencies and others a tool with which to provide mayors, city/county managers, city council members and other municipal officials, as well as key policymakers and funders, economic rationales for support of the arts in their community. In a time of limited resources, it is vital that arts leaders be able to make cogent and persuasive cases about the benefits that the arts bring to the local economy. The case for government and private sector support of the arts is enhanced immensely when arts managers can point to that investment and cite the economic impact that this generates. Economic impact studies demonstrate that the arts are an economic asset to the community—not a liability. An economic impact study can be a compelling argument in support of the arts to people who may not appreciate the intrinsic, cultural, and economic value of the arts.

2. How is Arts in the Local Economy *different from the more than 200 economic impact studies that have preceded it?*

It is important to remember that *Arts in the Local Economy* measures the expenditures of nonprofit arts organizations and uses those results in an economic model which quantifies their economic impact on the community. In this study, the economic impact of the arts is defined as the employment (full-time-equivalent jobs), personal income (salary, wages, and proprietary income), and government revenue generated by the dollars spent in the community by its nonprofit local arts organizations. The study does not take into consideration the significant economic impact of related audience spending (hotels, restaurants, parking), for-profit arts organizations, or individual artists. In essence, arts organizations pay their employees, purchase supplies, contract for services, and acquire assets within the local community, and these actions, in turn, create local jobs and personal income, and generate revenue to the local and state government. The economic impacts are measured by the input/output models designed for each of the 33 participating communities. There are four major differences in this study compared to those that have preceded it:

1) *Arts in the Local Economy* is the first study of this magnitude. Thirty-three communities are participating in this project, representing a diversity of geography (from Florida to Alaska), community population (from 8,500 to 2,000,000), and type of community (from rural to large urban).

2) Input/output analysis—a highly credible form of economic analysis—is being used to determine the economic impact of nonprofit arts organizations in each community. These economic models provide measures of how the arts impact jobs, personal income, and government revenue. To provide the most precise results, an input/output model has been created for each participating community.

3) All of the participating communities are using the same methodology. This affords an

opportunity to make comparisons between the communities and their population groupings. While there have been many good studies done in the past, they usually employ varying methodologies which preclude comparisons. The advantage of *Arts in the Local Economy* is that participating communities can accurately compare their economic profile with that of communities of similar population or to communities with similar total local expenditures by its nonprofit local arts organizations.

4) *Arts in the Local Economy* examines three consecutive fiscal years (1990, 1991, and 1992), providing an opportunity for a longitudinal examination of the 33 communities and their arts organizations.

3. How were the 33 communities selected?

In 1990, a call for participants was published and advertised in NALAA's monthly and quarterly publications. A minimum of 30 communities was deemed necessary to provide a comprehensive cross-section of communities for analysis.

4. How were the 35 arts organizations in each community selected?

In order to select the 35 local arts organizations, random sampling technique (see *Glossary*) was used. Random sampling is a method commonly used by researchers when it is impractical to survey an entire universe of research subjects. In this study, each sponsoring organization generated a list of all of the nonprofit arts organizations in their community. The organizations were consecutively numbered (1, 2, 3 . . .), and a random number chart was used to select the 35 organizations to be surveyed. In communities having fewer than 35 nonprofit arts organizations, all arts organizations were included regardless of their incorporated status (*i.e.*, whether they were for-profit or nonprofit). The same 35 arts organizations were surveyed for each of the three years of the study.

5. What type of economic analysis was done to determine the results?

Input/output analysis is being used to determine the economic impact of local expenditures by the nonprofit local arts organizations within each community. An input/output model is a mathematic equation which combines economic theory and statistical methods to determine how the arts impact jobs, income, and government revenue. The model is based on a matrix which tracks the dollar flows between 533 finely detailed industries within each community. For this study, the input/output model has been customized for each of the 33 communities to reflect their unique economies. NALAA contracted with a professional economics firm, Davidson-Peterson Associates, to perform the economic analyses for this study. See *About This Study* and *Glossary* sections of this report for more detail about input/output analysis.

6. What other information is collected in addition to the surveys of arts organizations?

In addition to detailed breakdowns of revenues and expenditures provided by the surveyed nonprofit arts organizations, wage, labor, and commerce data are collected from each community's local

and state government and from the federal government for use in the economic model.

7. *Where is the "multiplier"?*

When most people hear about an economic impact study, they expect the result to be quantified in what is often called a *multiplier* or an *economic activity multiplier*. The economic activity multiplier is an estimate of the number of times that a dollar changes hands within the community before it leaks out of the community (*e.g.*, the theatre pays the actor, the actor spends money at the grocery store, the grocery store pays cashier, and so on). It is quantified as one number by which expenditures are multiplied. For example, if the arts are a $1,000,000 industry and a multiplier of three is used, then the arts have an economic impact of $3,000,000. Users rarely note that the multiplier is developed by making gross estimates of the industries within the local economy and that it does not allow for differences in the characteristics of the many industries in each local economy. Thus, the economic activity multiplier usually results in an overestimation of the revenues of all economic units in the area, and therefore lacks reliability. The input/output model employed in *Arts in the Local Economy* is a type of economic analysis that is tailored to the industries appropriate to nonprofit arts organizations and the specific communities which they serve. The results derived from input/output analysis are more specific and more reliable than those derived from the use of an economic activity multiplier.

8. *How is the economic impact of the arts different from other industries?*

Any time money changes hands there is a measurable economic impact. Social service organizations, libraries, and all other funded entities have an economic impact on the community. An important factor about the economic impact of the arts is that, unlike most other industries, the arts induce large amounts of related spending by its audiences. For example, when patrons attend a performing arts event, they may park their car in a toll garage, purchase dinner at a restaurant, eat dessert after the show, and return home and pay the babysitter. This substantial amount of related spending is not included in this study. A separate study of attendees at arts events is required to determine audience spending and its economic impact.

9. *Will legislators believe these results?*

Yes, *Arts in the Local Economy* makes a strong argument to legislators, but you may need to provide them with some extra help. There are those who will still ask, "where is the multiplier?" It will be up to the user of this report to educate the public about economic impact studies: (1) the input/output analysis used in this study employs a sound methodology and rigorous execution, providing reliable results about the impact of nonprofit arts organizations on jobs, personal income, and government revenue; and (2) "multipliers" are based on general averages which often lead to misleading and inaccurate results. The good news is that, as the number of economic impact studies completed by arts organizations and other special interest areas increases, so does the sophistication in economics of elected officials, city managers, and others whose influence these studies are meant to impact. In years past, economic impact results taken from another city may have been a convincing argument. Today, most decision-makers want to know what methodology is being used, and how and where the data were gathered.

10. *Will my local economists believe these numbers?*

As in any field of professionals, there is disagreement about procedures, jargon, and the best way to determine results. Ask 12 artists to define art and you will get 24 answers; expect the same in the field of economics. You will occasionally meet an economist who believes that these studies should be done differently (*e.g.*, a cost-benefit analysis of the arts). You can be confident that the random sampling technique and input/output analysis used in *Arts in the Local Economy* are highly regarded measures in the field of economics.

11. *Why do the average budgets of organizations appear so high?*

It can be surprising to see how large some average budget sizes are in a community until one considers how a single large organization can skew our perception. For example, if one organization has an annual budget of $1,000,000 and nine others each have a $50 budget, then the average budget of those ten organizations is more than $100,000 per year.

12. *How can the average organization in a community be running a deficit?*

This question is similar to Question 11. For example, if one "major" organization is operating at a $500,000 deficit, and 99 others have balanced budgets, there will be an average per-organization deficit of $5,000 among those 100 organizations.

13. *How can a community not participating in* Arts in the Local Economy *apply these results to their community?*

It is possible for a community not participating in this study to derive benefits from this report. There are, however, several caveats that should always be considered. First, each community is very different in how a dollar travels from industry to industry within it, even if they are neighboring communities. Therefore, it is inappropriate to use *Community A's* economic impact results to describe *Community B.* In this report, the communities are reported by population size in four population groups, and averages of those populations have been computed. If a nonparticipating community were to use the average results from its population group, there is a reasonable probability that its economic impact numbers will be similar. When this is done, it must be explained that averages are being used from other similarly populated communities. Additionally, a description of the study and its methodology should be provided.

A second, and more accurate, method in which nonparticipants can apply the results to their community is to determine the total local expenditures of nonprofit arts organizations in their community, and compare that total to communities in the study with similar expenditures. *In both cases, it is critical to the credibility of the presentation that a clear explanation of what the numbers mean and their etiology is always provided.*

Glossary

Direct Economic Impact

The direct economic impact is a measure of the economic effect of the direct local expenditures. It is the first round of economic impact within the community. For example, when the symphony pays its players, each musician's salary, full-time-equivalent employment status, and taxes paid to the government are measured to assess the direct economic impact.

Direct Expenditures

Direct expenditures are the first round of expenditures in the economic cycle. A paycheck from the symphony to the violin player and a ballet company's purchase of dance shoes are examples of direct expenditures.

Econometrics

Econometrics is the process of using statistical methods and economic theory to develop mathematic models which predict and measure the flow of dollars between local industries. *Arts in the Local Economy* employs an input/output model which was developed for each community to analyze the economic impact of the arts. The input/output model is an econometric model.

Econometrician

An econometrician is an economist who designs, builds, and maintains econometric models.

Full-Time-Equivalent (FTE) Jobs

Full-time-equivalent (FTE) jobs is a term which describes the total amount of labor employed. Economists measure full-time-equivalent jobs, not the total number of employees, because it is a manager's discretion to hire either one full-time employee, two half-time employees, four quarter-time employees, *etc.* Almost always, more people are affected than are reflected in the number of full-time-equivalent jobs due to the abundance of part-time employment, especially in the arts.

Indirect Impact

Each time a dollar changes hands, there is a measurable economic impact. When people and businesses receive money, they *re-spend* much of that money locally. The indirect impact is a measurement of the effect of this local re-spending on jobs, personal income, and revenue to local and state government. It is often referred to as secondary spending, or the dollars "rippling" through a

community. The following is an example of how a dollar can be re-spent: a theatre company purchases a gallon of paint from the local hardware store for ten dollars, the hardware store will use a portion of the ten dollars to pay the sales clerk's salary, the sales clerk may then re-spend some of the money locally for groceries, the grocery store will in turn use some of the money to pay its cashier, the cashier may then spend the money locally for the utility bill, and the process continues. Thus, the original ten dollars from the theatre has been "re-spent" several times. The local expenditures will continue to have an economic impact on the local economy. However, not all of the expenditures will be local; some of the money will be spent non-locally for goods imported from outside of the community. The money spent non-locally is an example of "leakage" and has no local economic impact. Eventually, the original ten dollars will completely leak out of the community and there will cease to be an economic impact from that transaction. The indirect economic impact is a measurement of the economic effects of this local re-spending. In *Arts in the Local Economy*, each round of spending, the resulting leakage, and the ultimate economic impact are measured by the input/output analysis (*i.e.*, the input/output model).

Input/Output Analysis

Input/output analysis is a method of economic analysis and is the one being used in *Arts and the Local Economy*. An input/output model is a mathematical equation which combines statistical methods and economic theory in an area of economic study called econometrics. Econometricians use this input/output, or interindustry, model to measure how many times a dollar is re-spent in, or "ripples" through, a community before it leaks out. The model is based on a matrix which tracks the dollar flows between 533 finely detailed industries within each community. Input/output is a type of analysis that can be effectively used to determine the economic impact of local spending by nonprofit arts organizations on full-time-equivalent jobs, personal income (salary, wages, and entrepreneurial income), and revenue generated to local and state government. (See *About This Study* for more detailed information about input/output analysis.)

Leakage

Leakage describes the money expended outside of a community. When money is spent outside of the community, it has no economic impact within the community. Conversely, money spent within the community generates an additional round of spending, which increases the total economic impact of the original expenditure. A theatre purchasing a can of paint from a non-local paint manufacturer is an example of leakage. If the paint company were local, the theatre's payment for the paint would remain in the community and create a second round of spending by the paint company. The more diversified a local economy is, the more times the dollar ripples through the community, resulting in a greater impact on the local economy (less leakage). In a specialized economy, the dollars tend to leak out more quickly, resulting in a lesser impact (greater leakage).

Multiplier (Often Called "Economic Activity Multiplier")

The economic activity multiplier is an estimate of the number of times a dollar changes hands within the community (*e.g.*, the theatre pays the actor, the actor spends money at the grocery store, the

grocery store pays its cashier, and so on) before it leaks out of the community. This estimate is quantified as one number by which expenditures are multiplied. For example, if the arts are a $1,000,000 industry and a multiplier of three is used, then the arts have an economic impact of $3,000,000. Its convenience is that it is one number; its shortfall, however, is its reliability. The multiplier is developed by making gross estimates of the industries within the local economy, which usually results in an overestimation of the revenues of all economic units in the area.

There is, however, a "multiplier effect," which is a ratio determined after the economic analyses have been completed. This ratio is derived by dividing the total economic impact by the direct economic impact. For example, if the total economic impact of spending results in 52 full-time-equivalent jobs, and the direct economic impact results in 36 full-time-equivalent jobs, then the employment multiplier is 2.44. The multiplier of 2.44 indicates that, for every 1.00 full-time-equivalent job created as a direct consequence of local spending by nonprofit local arts organizations, 1.44 additional full-time-equivalent jobs are created within the community. These are expressed in this report as an income multiplier, employment multiplier, and government revenue multiplier.

Employment Multiplier

The employment multiplier represents the number of jobs supported by the local expenditures of nonprofit arts organizations. For example, an employment multiplier of 3.00 indicates that, for every 1.00 full-time-equivalent job supported as a direct consequence of local spending by an arts organization (direct economic impact), another 2.00 full-time-equivalent jobs are indirectly supported in the community (indirect economic impact).

Government Revenue Multiplier

The government revenue multiplier represents the amount of revenue received by local and state government resulting from the local expenditures of nonprofit arts organizations. For example, a local government revenue multiplier of 5.00 indicates that, for every $1.00 received by local government as a direct consequence of local spending by an arts organization, an additional $4.00 are generated from the community.

Income Multipliers

The income multiplier represents the amount of personal income (salaries, wages, and entrepreneurial income) supported by the local expenditures of nonprofit arts organizations. For example, a personal income multiplier of 2.50 indicates that, for every $1.00 of personal income paid by an arts organization, an additional $1.50 is generated in the community.

Personal Income (Often Called "Household Income")

Personal income includes salaries, wages, and entrepreneurial income. It is important to note that personal income is not just salary. For example, when a business receives money, the owner usually takes

a percentage of the profit, resulting in income for the owner.

Random Sampling

Random sampling is a statistical procedure commonly used by researchers to make reliable estimates about a large population (the universe) by surveying only a portion (the sample) of that population. Often, it is impractical to examine every member of a universe. Because of the laws of probability, however, it is possible to examine a randomly selected set of the universe and make statistical inferences about the entire universe. There are several complicated methods by which to choose a random sample. However, the process is similar to drawing names out of a hat—each member of the population group has an equal chance of being chosen.

Revenue to Local Government

Revenue to local government includes funds to both city and county government. Government revenues are not exclusively taxes; they also include license fees, user fees, filing fees, *etc.*

Organization Name: _____

Address: _____

Telephone Number: () Fax: ()

Contact Person: _____
(in case we have questions about your completed form)

First, a few questions about your organization...

1. What is the primary arts discipline of your organization?

ARTS IN EDUCATION	()
ARTS SERVICE ORGANIZATIONS	()
CRAFTS (clay, fiber, glass, leather, metal, paper, plastic, wood)	()
DANCE (ballet, ethnic, jazz, modern – not mime)	()
DESIGN ARTS (architecture, fashion, graphic, industrial, landscape architecture, urban/metropolitan)	()
FOLK ARTS (indigenous art forms)	()
HUMANITIES	()
LITERATURE (fiction, non-fiction, playwriting, poetry)	()
MEDIA ARTS (film, video, audio)	()
MULTI-DISCIPLINARY	()
MUSEUM	()
MUSIC (band, orchestral, choral, new, ethnic, jazz,	()
OPERA/MUSICAL THEATER	()
THEATER (classical, experimental, mime, puppet)	()
VISUAL ARTS (graphics, painting, sculpture, photography)	()

next page, please...

Now we'll turn to your financial situation, please provide information for fiscal year 1991

2. What was the end date of your fiscal year 1991?

Month: _____ Day: _____ Year: _____

3. Your FY 1991 OPERATING BUDGET:

Revenues/Sources of Funds

Earned Revenue

Admissions (including sales or admissions taxes)	$
Membership dues	$
Tuition	$
Contracted service revenue (fees from sales of services)	$
Sales and rentals (do NOT include rental of facilities here)	$
Interest	$
Fundraising events	$
Other programs not designated as fundraising	$
Other (specify): _____	$

Does your organization own a performing arts facility, property, or an exhibition space?
YES () NO () (GO TO NEXT SECTION)

IF YES: Revenues from rental of the facility/space to:

Non-profit arts organizations for performance, exhibition, or fund-raising event	$
Profit-making arts organizations (travelling companies, popular concerts, promoters)	$
Corporations/individuals for private events or functions (parties, weddings)	$

4. Total Earned Revenue $

next page, please...

Private Support (NOT through a local arts agency, see line 7)

Corporate support (NOT including in-kind contributions)	$
Foundation support	$
Individual donations (in excess of dues)	$
Contributions by separate groups dedicated to support of the arts (e.g., Friends of the Arts)	$

5. Total Private Support $

Government Support (NOT through a local arts agency, see line 7)

National Endowment for the Arts	$
Other federal government support _____	$
Regional government support	$
State arts agency support	$
Other state support _____	$
Local city appropriations	$
Local county appropriations	$
Special government funding sources	$

6. Total Government Support $

7 Total Local Arts Agency Support $

8. Total Operating Revenues (sum of lines 4-7) $

you're halfway done...

Expenditures/Uses of Funds

Staff/Employee Expenses

Total payroll (full and part-time)	$
Total payroll taxes and fringe benefits (including FICA)	$
Contractors	$
Other personnel costs (specify): _____	$

9. Total Staff/Employee Expenses $

Payments to Artists

Payments to local artists	$
Payments to non-local artists	$

10. Total Payments to Artists $

Operations

Supplies and materials	$
Production	$
Telephone	$
Insurance	$
Travel	$
Postage	$
Office machinery (computer, fax)	$
Publications production cost	$
Advertising and promotional costs	$
Contract services (accounting, legal, etc.)	$
Other (specify) _____	$

11 Total Operations Expenses $

next page, please...

Facilities

Rental lease costs	$
AND/OR	
Mortgage cost	$
Property taxes	$
Contribution in lieu of taxes	$
Utilities	$
Other facility costs (specify)	$

12. Total Facilities Expenses $

13. Total Operating Expenses (sum of lines 8-12) $

14. Total Operating Revenues (copy the total from line 8 on page 3) $

Difference between total operating revenues and total operating expenses:

Revenues higher than expenses; what happened to the surplus?	+ $
added to reserves	()
added to capital funds	()
returned to government	()
other (specify):	()
Expenses higher than revenues; how was the deficit covered?	- $
taken from reserves	()
taken from capital funds	()
required additional support	()
other (specify):	()

only two more pages...

Asset Acquisition (past fiscal year ONLY)

Equipment	
Outright purchase	$
Downpayment	$
Financed amount	$
Real estate	
Outright purchase	$
Downpayment	$
Financed amount	$
Art	
Outright purchase	$
Downpayment	$
Financed amount	$

15. Total Asset Acquisition $

In-Kind Contributions (services, facilities, materials)

From corporations	$
From government	$
From local arts agency	$
From state arts agency	$
From individuals	$

16. Total In-Kind Contributions $

the next page is a cinch...

Volunteer hours include time donated by board members, docents, ushers, etc.

	# Volunteers	# Hours
Professional		
Artistic		
Clerical services		
Service (ticket takers, gift shop, docents)		
Other		

17. Total Volunteer Hours

Attendance at cultural events that your organization produces/sponsors

Performance attendees	
Exhibition attendees	

18. Total Attendance

Thank You!

First, a few questions about your organization...

Organization Name: _____

Address: _____

Telephone Number: () Fax: ()

Contact Person: _____
(in case we have questions about your completed form)

1. Is your agency PRIVATE or PUBLIC?

Private ()

Do you have tax-exempt 501(c)(3) status?

Yes () No ()

Do you have an official written charter or resolution to provide services or recommend funding amounts on behalf of the local government?

Yes, city government ()

Yes, county government ()

Yes, Chamber of Commerce ()

No, no official designation ()

Public ()

As a Public agency, are you part of

City government ()

County government ()

Chamber of commerce ()

Other (specify): _____

Type of enabling legislation: _____

next page, please...

Now we'll turn to your financial situation; please provide financial information for fiscal year 1991.

2. What was the end date of your fiscal year 1991?

Month: _____ Day: _____ Year: _____

3 Your FY 1991 OPERATING BUDGET

Revenues/Sources of Funds

Earned Revenue

Admissions (including sales and admissions taxes)	$
Membership dues	$
Tuition	$
Contracted service revenue (fees from sales of services)	$
Sales and rentals (please do NOT include rental of facilities here)	$
Interest	$
Fundraising events	$
Other programs not designated as fundraising	$
Other earned revenue (specify): _____	$

Does your organization own a performing arts facility, property, or an exhibition space?

YES () NO () (GO TO NEXT SECTION)

IF YES: Revenues from rental of this facility/space to:

Non-profit arts organizations for performance, exhibition, or fund-raising event	$
Profit-making arts organizations (travelling companies, popular concerts, promoters)	$
Corporations/individuals for private events or functions (parties, weddings)	$

4. Total Earned Revenue $

next page, please...

Private Support

Corporate support (NOT including in-kind contributions)	$
Foundation support	$
Individual donations (in excess of dues)	$
Contributions by separate groups dedicated to support of the arts (e.g., Friends of the Arts)	$

5. Total Private Support $

Government Support

National Endowment for the Arts	$
Other federal government support: _____	$
Regional government support	$
State arts agency support	$
Other state support: _____	$
Local city appropriations	$
Local county appropriations	$
Special government funding sources	$

6. Total Government Support $

7. Total Operating Revenues (sum of lines 4-6) $

next page, please...

Expenditures/Uses of Funds

Staff/Employee Expenses

Total payroll (full and part-time)	$
Total payroll taxes and fringe benefits (including FICA)	$
Contractors	$
Other personnel costs (specify): _____	$

8. Total Staff/Employee Expenses $

Payments to Artists (for services/performances/materials)

To local artists directly	$
To non-local artists (visiting artists or companies)	$
*Funds to local arts organizations (should equal line 16 on Page 7)	$
Other (specify): _____	$

9. Total Payments to Artists $

Operations

Supplies and materials	$
Production costs	$
Telephone	$
Insurance	$
Travel	$
Postage	$
Office machinery (computer, fax)	$
Publications production cost	$
Advertising and promotional costs	$
Contract services (accounting, legal, etc.)	$
Other (specify): _____	$

10 Total Operations Expenses $

you're halfway done...

Facilities

Rental Assoc Costs AND/OR	$
Mortgage cost	$
Property taxes	$
Contribution in lieu of taxes	$
Utilities	$
Other facility costs (specify):	$

11. Total Facilities Expenses $

12. Total Operating Expenses (sum of lines 6-11) $

13. Total Operating Revenues (copy line 7 from page 3) $

Difference between total operating revenues and total operating expenses:

Revenues higher than expenses; what happened to the surplus?	+ $
added to reserves	()
added to capital funds	()
returned to government	()
other (specify):	()
Expenses higher than revenues; how was the deficit covered?	- $
taken from reserves	()
taken from capital funds	()
required additional support	()
other (specify):	()

next page, please...

Asset Acquisition (past fiscal year ONLY)

Equipment	
Outright purchase	$
Downpayment	$
Financed amount	$
Real estate	
Outright purchase	$
Downpayment	$
Financed amount	$
Art	
Outright purchase	$
Downpayment	$
Financed amount	$

14. Total Asset Aquisition $

In-Kind Contributions (services, facilities, materials)

From corporations	$
From government	$
From state arts agency	$
From individuals	$

15. Total In-Kind Contributions $

only two more pages...

In the chart below, please indicate how much of those funds went to local arts organizations in each of the disciplines. In the column to the right, indicate how many different organizations received that funding.

	$ Amount	# Grants
ARTS IN EDUCATION	$	
ARTS SERVICE ORGANIZATION	$	
CRAFTS (clay, fiber, glass, leather, metal, paper, plastic,	$	
DANCE (ballet, ethnic, jazz, modern – not mime)	$	
DESIGN ARTS (architecture, fashion, graphic, industrial, landscape architecture, urban/metropolitan)	$	
FOLK ARTS (indigenous art forms)	$	
HUMANITIES	$	
LITERATURE (fiction, non-fiction, playwriting, poetry)	$	
MEDIA ARTS (film, video, audio)	$	
MULTI-DISCIPLINARY	$	
MUSEUM	$	
MUSIC (band, orchestral, choral, new, ethnic, jazz,	$	
OPERA/MUSICAL THEATER	$	
THEATER (classical, experimental, mime, puppet)	$	
VISUAL ARTS (graphics, painting, sculpture, photograph	$	
Other (specify):	$	
16. Total*	$	

*(should equal Funds to local arts organizations on page four)

the next page is a cinch...

Volunteer hours include time donated by board members, docents, ushers, etc.

	# Volunteers	# Hours
Professional		
Artistic		
Clerical services		
Service (ticket takers, gift shop, docents)		
Other		

17. Total Volunteer Hours

Attendance at cultural events that your organization produces/sponsors

Performance attendees	
Exhibition attendees	

18 Total Attendance

Thank You!



NATIONAL ASSEMBLY OF
LOCAL ARTS AGENCIES

NALAA

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